

Evaluation of an Organisational Change Intervention in the Energy Services Industry

by

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1.2. THE OBJECTIVES OF THIS RESEARCH

The objectives of the research are as follows:

- 1) To establish the nature of the change intervention undertaken by a department within a large organisation.
- 2) To investigate the process adopted before, during and after the change intervention with particular reference to the leadership of the process, the key role-players and their inputs, the parties affected by the change, how the change process was communicated and how it was evaluated.
- 3) To determine whether there was any resistance to the change and how this was dealt with.
- 4) To explore the factors that hindered and facilitated the process.
- 5) To determine the effectiveness of the organisational change intervention in terms of the organisation's own objectives for the intervention.
- 6) To explore the extent to which the organisational change intervention implemented reflects the principles of current change management models.

1.3. SUMMARY OF THE RESEARCH METHODOLOGY

This was a qualitative research study in which in-depth interviews were conducted to understand the participants' impressions and experience regarding a change intervention that affected them and had an impact on their department. The data were collected by in-depth interviews and was carried out in the year 2006 at the Pietermaritzburg offices of the company selected for the purposes of this study.

CHAPTER 2:

CHANGE MANAGEMENT

This chapter focuses on change management theory and models used to implement change. The use of best practice principles is highlighted and is pivotal in the context of this study.

2.1. INTRODUCTION

The pace and magnitude of change has increased significantly in recent years and this has further contributed to the importance of change management since products and markets are unstable (Burnes, 2000: 251). In South Africa alone many organisations such as Telkom, Umgeni Water Board, financial institutions and others, have undergone major organisational changes in response to labour laws and other internal and external factors in order to remain competitive. According to Slack and Hinings (2004: 15), rapid change is positive since it creates the momentum required to overcome the inevitable inertia that builds up over time". (Gersick (1991:34) wrote "fundamental change cannot be accomplished piecemeal, slowly, gradually, or comfortably". The way such changes are managed, and the appropriateness of the approach adopted, have major implications for the way people experience change and their perceptions of the outcome (Ghosn, 2002:44, Hudson, 2001:45, Christensen and Overdorf, 2000:68).

According to Meyerson (2001:94), there appears to be a lot of support for the view that the pace of change is accelerating as never before, and that organisations have to chart their way through an increasingly complex environment. Chawla and Renesch (1995:34) believe that organisations are recognizing the need to acquire and use increasing amounts of knowledge if they are to make the changes necessary to remain competitive since they, for example, have to cope with increasingly challenging and complex situations including those where customers and suppliers can be both competitors and allies.

The Institute of Management, (formerly the British Institute of Management) regularly carries out surveys of its members and they have found, that their 1997 survey of managers they concluded that “the restructuring that has taken place in UK businesses in the last 12 months has had a massively negative effect on employee loyalty, morale, motivation and perception of job security” (Worrall and Cooper, 1997:33). The 1998 survey revealed that, for the majority of respondents, “the impact of restructuring had been to deplete the organisation of people with key skills and experience” (Worrall and Cooper, 1998:34). The reality according to these surveys is that organisations can and do experience severe problems in managing change effectively. Literature on change management has provided evidence and examples of change projects that have gone wrong hence managers have good reason to have doubts about the approach and outcome of change (Burnes, 2000:252).

Change comes in all shapes, sizes and forms and, for this reason; it is difficult to establish an accurate picture of the degree of difficulty organisations face in managing change successfully (LaMarsh, 1995:2; Kegan 2001:86). According to Bohn (2000:84), haphazardly introduced changes can easily create new problems elsewhere in the change process. The introduction of new technology in the 1980’s; the adoption of Total Quality Management (TQM) over the last 15 years; and, from the early 1990’s; the application of Business Process re-engineering (BPR) were 3 types of organisational changes which, in their time, were hailed as ‘revolutionary’ approaches to improving performance and competitiveness (Burnes, 2000:252). The four major types of change that organisations may undertake include strategy, structures, technology and people.

2.2. CONCEPTUALISING CHANGE MANAGEMENT

Change management is not a separate discipline but one that has evolved from a number of social science disciplines and traditions, which in itself is intertwined with others. It is for this reason that probing its origins and defining its core concepts is challenging, since it overlaps so much, that one may lose clarity and understanding of its essence. Change

management is about modifying or transforming organisations in order to maintain or improve their effectiveness (Kirkpatrick, 2001: 3).

According to LaMarsh (1995:1), “change management is the methodology that hardwires change and the ability to adapt into the organisation. It includes applying change-related research and experience in a systematic way to every business project. It means building systematic thought about change into every business decision. It requires organising this knowledge about change into a repeatable, teachable framework that is constantly refined and improved. Changes become an integral part of the way companies work and the spring board for more and constant change”. LaMarsh (1995:1) further advocates that “change management is not training. It is not communication. It is not process analysis and re-designs. Change management is a key competency that must be built into the very fabric of the company; a structured methodology that incorporates training, communicating, listening, and process analysis and redesign. It is a way of thinking that becomes part of the organisation”.

There are three schools of thought that this study will highlight that form the foundation of change management theory ,namely, the individual perspective school, the group dynamics school and the open systems school.

It is important to note that organisational behaviour at all its different levels and stages is very complex. All interactions among the elements or variables within an organisation cannot be monitored or even understood hence the real world is simplified by the development of different models. This study will focus on selected change management models, which are relevant to establishing the best practice principles within the field of change management. Models generally focus on a limited number of key elements or variables that are seen to offer a good representation of the real world; the ways these elements interact with each other, sometimes referred to as causal relationships or laws of effect and the outputs produced by theses interactions (Hayes, 2002:71).

Models are developed from personal experience, either as organisational members or external observers of organisational behaviour. Models may be subjective and biased focusing only on some aspects of organisational functioning while ignoring others. Models sometimes give a good basis for establishing and understanding what is going on and predicting what kind of actions or interventions would produce a desired change. Models that include explicit reference to outputs offer the possibility of evaluating performance and assessing effectiveness (Hayes, 2002:71). It must be emphasized that change management models have evolved over time. Change management models were developed and established for different purposes over time.

Hayes (2002: 86) briefly lists three characteristics of “good” models namely;

- they should be relevant to the particular issues under consideration
- help change agents recognize cause and effect relationships
- focus on elements that they can influence.

Change management models that deal with diagnosing, the fit between an organisation and its environment, include PEST, SWOT and Strebel’s cycle of competitive behaviour amongst others. Change management models that focus on diagnosing an organisation’s internal alignment are for example Weisbord’s six-box organisational model and Pascale and Athos’ 7S model. Models that take the open-systems approach give attention to both the internal and external environments for example Kotter’s integrative model of organisational dynamics, Nadler and Tushman’s congruence model of organisations, Diagnostic Model and the Burke- Litwin causal model of organisational performance and change (Hayes, 2002:71).

According to Anderson and Anderson (2001:155) the term process can be defined as the “the natural or intentional unfolding of continuous events, within all dimensions of reality, toward a desired outcome.” Change process models are basically tools of conscious process thinking which are both action orientated and results producing. They set out the change process so that the transformations desired outcomes are achieved over

time. Change process models were found to have varying degrees of effectiveness, based on how accurately and completely they reflect the actual process dynamics of transformation. A review of the literature and practices of organisational development and change management, show that models that are intended to help organisations change, usually fall into two categories, namely frameworks which are generally static and process models that are crucial to leading transformations since they demonstrate action, movement and flow.

Change frameworks can be thought of as handy catalogue indexes for selecting information and issues relevant to change. They can be useful as planning tools and checklists according to the literature. The following are good examples of change frameworks namely McKinsey's 7-S Framework (Peters & Waterman, 1982:126), Weisbord's Six Box Model (1978), Miles' Framework for leading Corporate Transformation (1997) and Three Elements of a Comprehensive Change strategy Model (Ackerman Anderson & Anderson, 1996:124) since they identify content, people and process.

Current change process models include Conner's Cycle of Change (1998), Nadler and Tushmans's Congruence Model (1977), Nadler's Cycle of Change (1998) and Kotter's Eight Stage Process of Creating Major change (1996). This study will provide in-depth details on the following models: Kotter's Eight Stage Process of Creating Major change (1996), the Diagnostic Model (1995) and Nadler and Tushmans's Congruence Model (1977).

2.2.1. Differentiation of the roles of manager and leader

Traditionally managers' roles were planning, organising deciding, acting and reviewing. Managers focused on improving organisational performance by focusing on solving problems. When a change occurred, it was "commonly developmental, geared towards improving what was already in place". (Anderson and Anderson, 2001:182). According to Anderson and Anderson (2001:182), managers focused internally (down and in) whereas leaders focused outside the boundaries (up and out) of the organization. While

managers plan for the short term, leaders have long-term strategic focus. Leaders create strategic direction, set priorities and satisfy customers. Leaders give more attention than managers to motivating and inspiring people (Anderson and Anderson, 2001:182).

Anderson and Anderson (2001:187) portrays a continuum of roles from a manager to a change leader. The roles of change leader is to :

- Change strategy to integrate people, processes and content needs, which includes changing mindset and culture to support the organization
- Setting the foundations for success up-front, designing the change and implementing it
- Model and “promote the Emerging Mindset and way of being in the organization”
- Make sure that “the change is aligned and integrated with all interdependent systems and processes”
- Harness people’s commitment and contribution to the change
- Create and sustain the change effort
- Create organizational capacity for ongoing change.

According to Anderson and Anderson (2001:186), the magnitude of development required “for a manager to grow into a conscious change leader capable of leading transformation, is astounding”. Some of the paradigm shifts include the following:

- Changing from responsible for managing defined entities to being responsible for responding to massive uncertainties
- Delegating change to others to leading the change oneself
- Move “from treating people as cost structures who work to serve the leaders’ wishes to caring for peoples’ feelings, personal needs and choices”
- Expecting others to change to engaging in changing oneself
- Changing from screening and hiding information to sharing all information openly to all role-players
- From mechanizing the change to nurturing the “conditions for change to emerge in a complex living system.

The next section deals with the thinking that underpin the foundation of change management theory.

2.3. SCHOOLS OF THOUGHT THAT FORM THE FOUNDATION OF CHANGE MANAGEMENT THEORY

There are three dominant schools of thought, namely, the individual perspective school, the group dynamics school and the open systems schools of thought and is discussed in this section.

2.3.1. The individual perspective school

The promoters of this school are divided into two main groups namely the Behaviourists and the Gestalt-Field psychologists. The Behaviourists theory states that all behaviour is learned and is a result of an individual's interaction with their environment (Skinner, 1974:153). Pavlov (1927:23) conducted an experiment whereby a dog was conditioned to salivate when a bell was rung because the dog associated the sound of the bell with food. Behaviourists believe that human actions are conditioned by their expected consequences hence behaviour that has pleasant results will probably be repeated, while behaviour that has unpleasant results will probably not.

According to the work of Skinner (1974:154), for behaviour to change it is necessary to change the conditions that cause it. The reinforcement theories are based on behaviour modification, which is basically a systematic effort to shape the behaviour of people (Smit and Cronje, 1997:320). A specific behaviour can be encouraged, by rewarding (positive reinforcement) individuals as they move closer to the desired behaviour. Behaviour can also be reinforced by the avoidance of undesirable consequences (Smit and Cronje, 1997:320). Punishment and extinction are two kinds of negative reinforcement. Punishment is used to discourage undesirable behaviour so that it will not be repeated. The principle of extinction occurs when a particular behaviour, which was previously, rewarded eventually stops if it is not rewarded. The Behaviourists believe that

organisational change can be achieved mainly by changing the external stimuli acting upon the individual.

Gestalt-Field psychologists argue that an individual's behaviour is the product of environment and reason. French and Bell (1984:140) explain: "Gestalt therapy is based on the belief that persons function as whole, total organisms. And each person possesses positive and negative characteristics that must be 'owned up to' and permitted expression. People get into trouble when they get fragmented, when they do not accept their total selves... Basically one must come to terms with one self... must stop blocking off awareness, authenticity and the like by dysfunctional behaviours."

Consequently the advocates of the Gestalt-Field perspective seek to "help individual members of an organisation change their understanding of themselves and the situation in question, which, they believe, in turn will lead to changes in behaviour" (Smit and Cronje, 1997:319).

Both groups in the Individual Perspective School have proved influential in the management of change.

2.3.2. The Group Dynamics School

According to this school of thought organisational change is brought about through teams or work groups rather than individuals since people in organisations work in groups hence an individual's behaviour will be shaped by the group's practices and norms. The individual is constrained by group pressures to conform. Lewin (1947:24) argued that group behaviour is an intricate set of symbolic interactions and forces, which not only influence group structures, but also mould individual behaviour. Hence individual behaviour is a function of the group 'field' as he termed it. According to Lewin (1947:24) an individual's behaviour at any point in time is an interplay between the intensity and valence (whether the force is positive or negative) of the forces acting on the person. Arising from this he explains that a group is never in a "steady state of equilibrium" but

is in a continuous process of mutual adaptation, which he termed “quasi-stationery equilibrium” (Lewin, 1947:24).

The Group Dynamics School promoters believe that the way to bring about change is to focus on influencing and changing a group’s norms, roles and values. Norms are rules or standards that define what people should do, think or feel in a given situation. The group dynamics school carefully differentiates between implicit and explicit norms since the former plays a crucial role in dictating the actions of group members. Explicit norms are formal, written rules, which are known by and applicable to all. Implicit norms are more powerful since they are informal and unwritten, and individuals may not even be consciously aware of them.

Roles are patterns of behaviour to which individuals and groups are expected to conform. Job descriptions and performance targets are the tools used for roles to be formally defined in an organisation. However, norms and values also influence roles of individuals or groups. Both individuals and groups have many different roles to play hence it is important that roles are clearly defined and compatible to prevent stress at the individual level and lack of cohesion at the group level.

Values are ideas and beliefs which individuals and groups hold about what is right and wrong. Values are more abstract than norms or roles because group members are not always consciously aware of or can easily articulate the values that influence their behaviour since it goes beyond what people do, think, or feel in a given situation. Despite this values are important in determining and changing patterns of behaviour.

According to French and Bell (1984:127), the importance of teams by the following statement, “ ... the most important single group of interventions in OD [Organisational Development] are team-building activities, the goals of which are the improved and increased effectiveness of various teams within the organisation....The ... team-building meeting has the goal of improving the teams effectiveness through better management of

task demands, relationship demands, and group processes....[The team] analyses its way of doing things and attempts to develop strategies to improve its operation.”

The Group Dynamics School has played a major part in developing the theory and practice of change management despite its limited focus.

2.3.3. The Open Systems School

The open systems school deals with organisations as a whole. This school is of the view that organisations consist of a number of interconnected subsystems whereby a change to one part of the system will affect other parts of the system and in turn its overall performance. This approach to change describes and evaluates these subsystems in an effort to establish how they need to be changed so that the overall functioning of an organisation is improved. The main focus is on “achieving overall synergy rather than on optimizing the performance of any one individual part per se” (Mullins, 1989 cited in Burnes 2000:262).

According to this school, organisations are not systems in isolation but rather ‘open’ systems, which are able to interact with their external environments as well internally to the various subsystems (Hellriegel , Slocum and Woodman, 1998:580). The sub-systems of the organisation are essentially six interacting and highly interdependent variables namely people, culture, task, technology, design and strategy. A change in any one of these variables usually results in a change in one or more of the others, for example a change in an organisation’s strategic plan may force the organisation design to be adaptive or network form and this could trigger changes in technology, the need for the reassignment of people, attitudes and behaviours of people etc. (Hellriegel *et al*, 1998:581). One of the benefits of the open systems approach to organisational change is that it requires all stakeholders to think through interrelationships (Hellriegel *et al*, 1998:581).

These theoretical perspectives have contributed to the development of the different change models which will be discussed in the review below. A detailed analysis of each model strongly indicates incorporation of the various aspects of these perspectives for example The Burke-Litwin (1992:126) causal model of organisational performance and change was derived from the central idea of the open systems perspectives which deals with the organisation as a whole.

2.4. REVIEW OF CHANGE MANAGEMENT MODELS

There are numerous models that will be discussed in this section, namely, the Kurt Lewins three step model of change, Schein's three stage model of the change process, the incremental model of change, the punctuated equilibrium model of organisational transformation, the continuous transformation model of change, diagnostic model for managing change, Kotter's (1980) integrative model of organisational dynamics, Kotter's eight stage process of creating major change (1996), Nadler and Tushmans's (1980) congruence model and the Burke-Litwin (1992) causal model of organisational performance and change.

2.4.1. Kurt Lewins three step Model of Change

Lewin (1958:197) first depicted the change process as occurring in three stages namely:

- unfreezing
- moving
- refreezing

The unfreezing stage involves the process of getting people to accept that change is inevitable and to stop doing certain things that resist change (e.g., clinging to a current policy practice or behaviour). The moving stage involves the process of getting people to accept the new, desired state (e.g., new policies and practices). The last stage refreezing involves making the new practices and behaviours a permanent part of the operation or role expectations (Lewin, 1958:197).

Lewin viewed change as being derived from two forces namely internally driven (from a person's own needs) and forces induced by the environment (Lewin, 1958:197; Desimone, Werner and Harris, 2002:567). Environmental forces were further divided into driving forces (pushing for change) and restraining forces (those seeking to maintain the status quo). Driving forces must outnumber restraining forces for a change to be imposed (Lewin, 1958:198).

2.4.2. Schein's three stage model of the change process

Schein (1987: 93) further delineated each stage of Lewin's model as represented in Table 2. The essence of Schein's change model is on the dynamics of individual change and how a change agent must be able to manage these changes. The change agent motivates the person to accept change by "disconfirming his or her attitudes, behaviours or performance" at stage 1(unfreezing); for example, for an employee to correct poor work habits, he or she must first accept his or her performance is inappropriate.

Table 2.1: Schein's three stage model of the change process

Stage 1	Unfreezing – Creating motivation and readiness to change through: <ul style="list-style-type: none"> a. Disconfirmation or lack of confirmation b. Creation of guilt or anxiety c. Provision of psychological safety
Stage 2	Changing through cognitive restructuring – Helping the individual to see, judge, feel and react differently based on a new point of view obtained through: <ul style="list-style-type: none"> a. Identifying with a new role model, mentor and so on b. Scanning the environment for new relevant information
Stage 3	Refreezing – Helping the individual to integrate the new point of view into: <ul style="list-style-type: none"> a. His or her total personality and self concept b. Significant relationships

Schein (1987:93)

Stage 2 (changing through cognitive restructuring) is about getting the employee to see and do things differently and” to actually believe that by changing work habits, his or her performances will improve”. (Schein, 1987: 93). Stage 3 (refreezing) this is when the change agent helps the person to integrate those new behaviours (work habits) into his or her “ thought patterns” in order to “reconfirm his or her self –concept and reinforce the desired performance standards” (Schein (1987: 93).

2.4.3. The incremental model of change

Change is viewed as a process whereby individual parts of an organisation deal incrementally and separately with one problem and one goal at a time (Burnes, 2000:254). This means that the change is implemented in one part of an organisation in small steps and in isolation from other parts and this could impact adversely on costs, customer service and competitive advantage for the organisation.
(Stace and Dunphy 1994:534).

As Miller and Friesen (1984:222) state: “The incrementalist perspective on change has been around a relatively long time. It stems from the work of Lindblom (1959:134), Cyert and March (1963:78), and was further developed by Hedberg et al (1976:45) and especially Quinn (1980:5 and 1982:615). Quinn argues that strategic change is best viewed as ‘muddling through with purpose, using a continuous, evolving and consensus building approach.

Japanese companies have extensively and repeatedly used the incremental model of change in order to remain competitive. Dunphy and Stace (1992:54) believed that the incremental model of change could be used by Western companies however they argued for a form of managed incrementalism since it avoids both the stagnation caused by fine tuning and the brutality of rapid and major corporate transformations.

2.4.4. The punctuated equilibrium model of organisational transformation.

According to Romanelli and Tushman (1994:1141), “the punctuated equilibrium model of organisational transformation depicts organisations as evolving through relatively long periods of stability (equilibrium periods) in their basic patterns of activity that are punctuated by relatively short bursts of fundamental change (revolutionary periods). Revolutionary periods substantively disrupt established activity patterns and install the basis for new equilibrium periods.”

This model was introduced to challenge Charles Darwin’s gradualist model of evolution in the natural sciences which led to Gould (1989:112) to put a case for a punctuated equilibrium model of evolution; and to explain that “whilst most organisations seem to fit the incrementalist model of change for a period of time, there does come a point when they go through rapid and fundamental change” (Gersick, 1991:34, Amis, 2004:20). Although the punctuated equilibrium model is associated with the work of Miller and Friesen (1984:67); Romanelli and Tushman (1985:86); Gersick (1991:34), “little research has explored the empirical validity of the models basic argument” (Romanelli and Tushman 1994:1142).

2.4.5. The continuous transformation model of change

The advocates of this model believe that for an organisation to survive, it needs to develop the ability to change continuously and in a fundamental manner in response to the rapidly changing environment in which it operates. It is through continuous transformation that organisations will be able to align themselves with their environment and remain competitive.

Brown and Eisenhardt (1997:1) explain the continuous transformation model of change by the following statement, “ For firms such as Intel, Wal-mart, 3M, Hewlett-Packard and Gillette, the ability to change rapidly and continuously, especially in developing new products, is not only a core competence, it is also at the heart of their cultures. For these

firms, change is not the rare, episodic phenomenon described by the punctuated equilibrium model but rather it is endemic to the way these organisations compete. Moreover, in high-velocity industries with short product cycles and rapidly- shifting competitive landscapes, the ability to engage in rapid and relentless continuous change is a crucial capability for survival...” The continuous transformation model was established as a third kind of process that was neither incremental nor did it fit into the concept of the punctuated equilibrium model.

Brown and Eisenhardt (1997:29) further promote the continuous transformation model by using the analogy of complex systems in nature: “Like organisations, complex systems have large numbers of independent yet interacting actors. Rather than ever reaching a stable equilibrium, the most adaptive of these complex systems (for example, intertidal zones) keep changing continuously by remaining at the poetically termed ‘edge of chaos’ that exists between order and disorder. By staying in this intermediate zone, these systems never quite settle into a stable equilibrium but never quite fall apart. Rather, these systems which stay constantly poised between order and disorder, exhibit the most complex and continuous change.....”

Although there is considerable support for the continuous transformation model, there does seem to be confusion as to what continuous change is. Is it very fast incremental change or more frequent punctuated change?

2.4.5.1. Shortcomings of the incremental, punctuated equilibrium and continuous change models to change management

The arguments for the incremental, punctuated equilibrium and continuous change models are strong but there is little evidence that supports one above the others even though there is some empirical support but one must note that the data were gathered in different ways and for different purposes. In addition, the evidence to support them comes from organisations operating in different industries with different rates of change,

or who are at different phases of the economic cycle hence the variance between these models (Hassard, 1993:53; Hatch, 1997:95).

Pettigrew, Ferlie, and McLee (1992:23) comments: “ In the most schematic form of the ‘organisational life cycle’ model, birth, early development, maturity, decline and death can all be seen as distinct organisational stages which may be characterized by different organisational processes.” This concept of ‘organisational lifecycles’(Kimberley and Miles,1980, cited in Burnes, 2000: 257) also makes it difficult to support one of these three models above the others since each could apply to different stages in an organisations lifecycle.

A postmodernist perspective reveals that all three models may be equally valid but represent competing realities or versions of events hence there is no absolute truth as interpretations will vary depending on the interpreter (Hassard, 1993:54; Hatch, 1997:98).

2.4.5.2. Contributions of the incremental, punctuated equilibrium and continuous change models to change management

These models make one aware of the serious issues and debates involved in change management. It also highlights the wide range of change situations that organisations experience and, equally, of the need to judge approaches to change management according to the appropriateness for the different forms of change (Burnes, 2000:257).

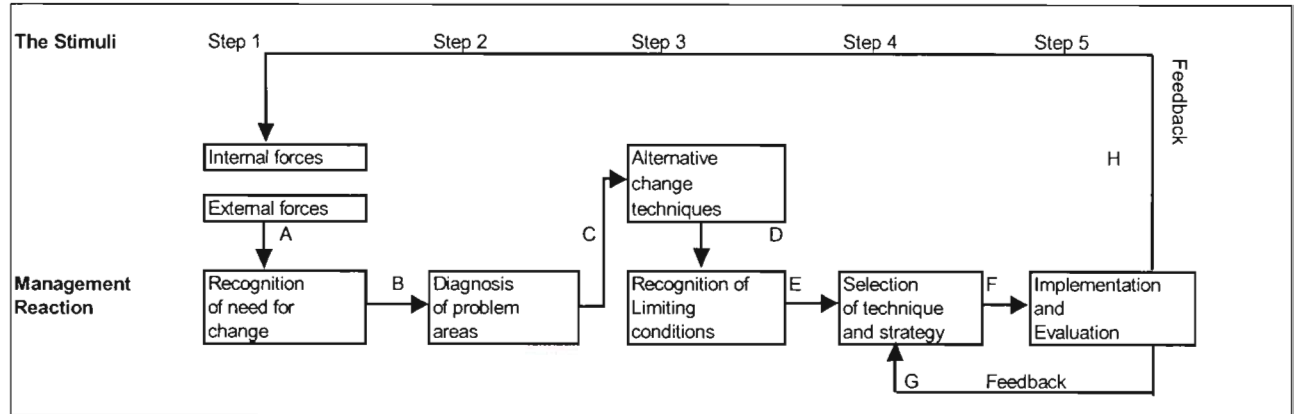
The models emphasize the importance of understanding the different approaches on offer to those responsible for managing change so that they can match them to their individual circumstances and preferences in order to achieve success. This means that acquiring knowledge; understanding the theory and practice of change management is therefore fundamental for an organisation to survive.

The next model to be discussed is the diagnostic model for managing change.

2.4.6. Diagnostic Model For Managing Change

Figure 2.1. below illustrates the diagnostic model as a five step approach to managing change.

Figure 2.1: Diagnostic Model



(Donnelly *et al*, 1995:486)

2.4.6.1. Explanation of the model:

Step 1 : Internal and external forces or factors that cause the need for change in organisations. Examples of internal factors that act on organisations include all aspects of human and industrial relations regulation, structure, culture, jobs and changes of work processes imposed by new technology. The external environment namely the economy, regulations, competition, technical developments, imports, politics etc. has to be monitored for changes that will potentially impact the organisation. Scanning the internal and external forces will then lead to management reaction whereby a competent manager will recognize a need (A) for organisation change if it is to maintain competitive advantage.

Once a need for change has been established using a variety of sources of information, for example, financial statements, quality control data, budget and standard cost information amongst others then Step 2 (B) of the model becomes critical since the

symptoms of the problem must be analyzed to discover the problem itself. (Donnelly *et al*, 1995: 490).

According to Donnelly *et al* (1995: 490), there is no magic formula to diagnose the problem but the objectives of this phase can be met by answering three questions namely:

1. What is the problem, as distinct from the symptoms of the problem?
2. What must be changed to resolve the problem?
3. What outcomes (objectives) are expected from the change, and how will such objectives be measured?

The answers to these questions can come from various sources of information such as financial statements, reports, attitude surveys, the creation of task forces or committees, meetings between managers and employees.

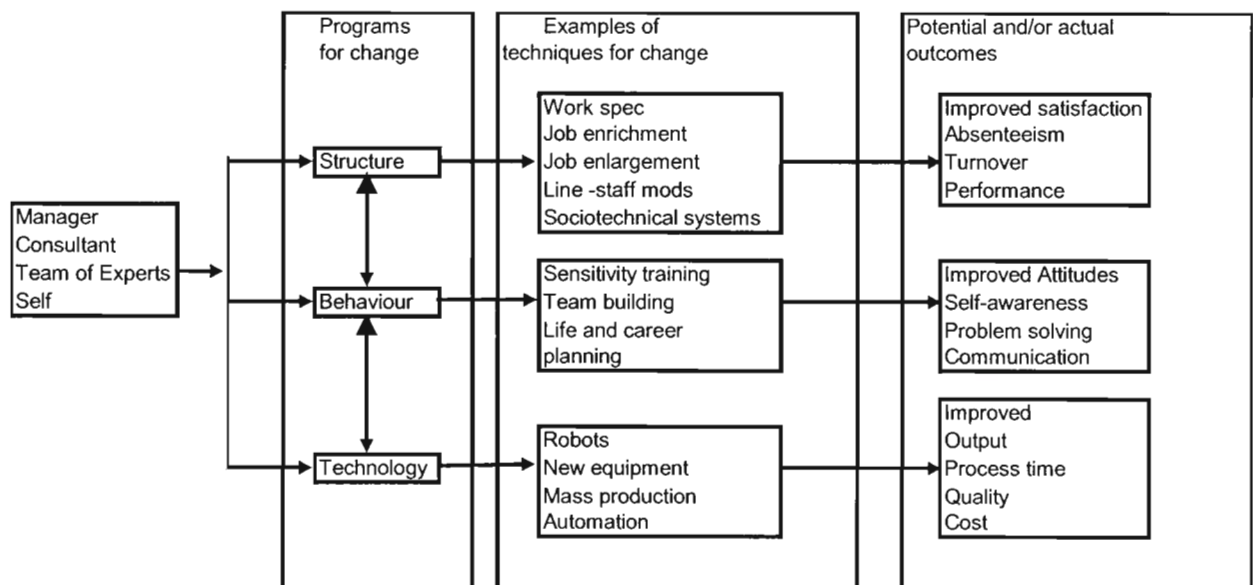
This will then lead to Step 3 where the choice of the particular change technique will depend on the nature of the problem that management has diagnosed so that the desired outcome of the change is produced. There are a number of change techniques, which are classified according to the major focus of the technique, namely structure, people or technology as shown in Figure 2.1. However, Donnelly *et al* (1995: 490) emphasize that the classification of organisational change techniques in no way implies a distinct division among the three types but rather the interrelationships of structure, people and technology must be acknowledged and anticipated since the majority of literature on organisational change indicates the relative weakness of efforts to change only structure (e.g., job design), only people (e.g., sensitivity training), or only technology (e.g., introducing new equipment).

Structural change in the context of organisational change refers to managerial action that attempts to improve performance by altering the formal structure of task and authority relationships. This involves changing the basic components of the organisation for example decentralization or increasing authority and span of control. Techniques to change structure include changes in the nature of the jobs, job enlargement (involves

making the job larger by increasing the number of tasks to perform.), changes in line-staff relationships and changes in sociotechnical systems as illustrated in Figure 2.2.

The techniques used to change people include training, sensitivity training (which attempts to make the participants more aware of themselves and their impact on others and this is a behavioural approach), team building, life and career planning, and TQM. This involves changes in the performance, skills, attitudes, perceptions, behaviours and expectations of people. A change in an organisation's culture is also regarded as change in people especially now in South Africa as most organisations are contributing towards the empowerment of previously disadvantaged individuals.

Figure 2.2: Selected programs, techniques and outcomes of organisational change

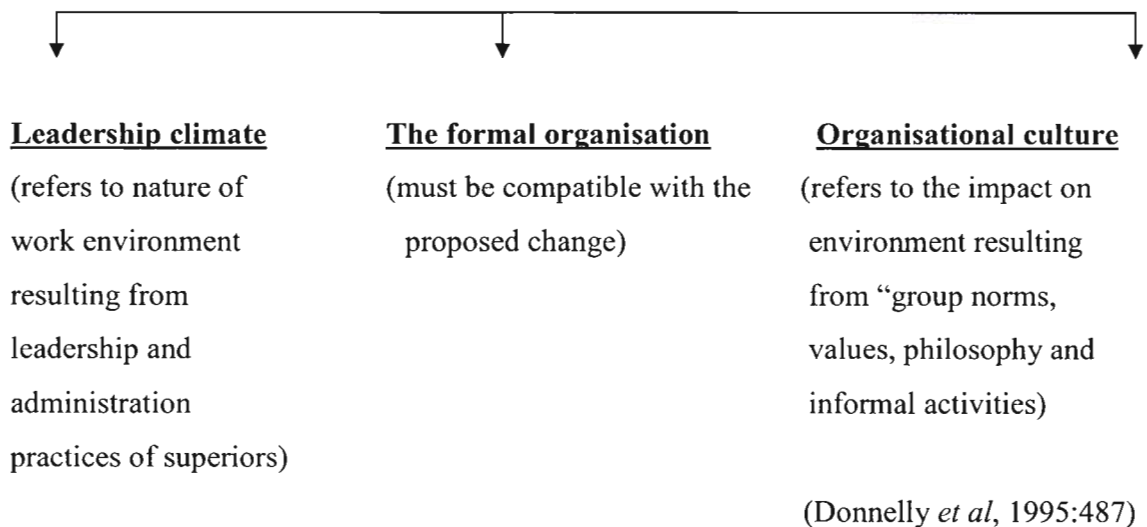


(Donnelly *et al*, 1995:486)

As illustrated in Figure 2.2., techniques to change technology include any application of new ways to transform resources into the product or service, such as new technology, (e.g., robots) but this concept also includes new techniques, with or without new machines, for example the work improvement methods of scientific management. Technological changes may involve altering equipment, production processes etc.

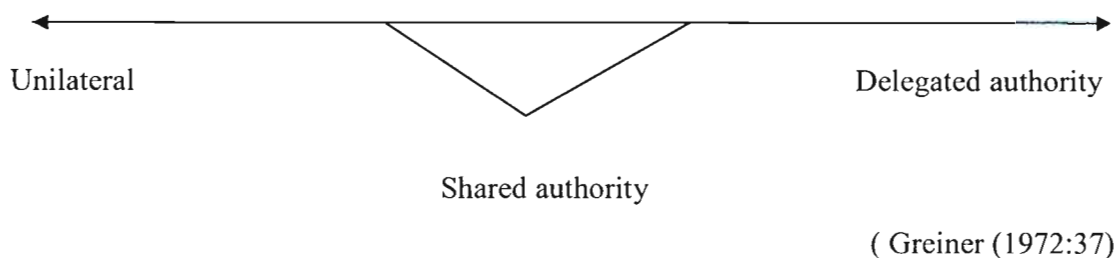
Once the alternative change techniques have been explored then management have to recognize the limiting conditions *Step 3 (D)* even though the selection of the technique is based on the diagnosis of the problem. Three sources influence the outcome of management change efforts are shown in Figure 2.3. below:

Figure 2.3: Sources of influence on the outcomes of organisational change



Step 4 involves the selection of the strategy for implementing the change technique as this has consequences in the final outcome. Greiner (1972:37) identifies three approaches along a continuum, as shown in Figure 2.4., to determine that relationship of various change strategies to the relative success of the change itself.

Figure 2.4: Management approach continuum



A unilateral approach is when top management makes the decision, describes the change and the corresponding responsibilities of the sub-ordinates in implementing it.

The shared approach involve lower –level groups in the process of either defining the problem and alternative solutions or defining solutions only after higher-level management has defined the problem while the delegated approach relinquish complete authority to sub-ordinate groups.

According to Greiner (1972:41) the relatively more successful instances of organisational change are those that tend toward the shared position of the continuum since it minimizes resistance from those involved in the change and maximizes co-operation and support.

Step 5: Implementation and Evaluation:

According to this model the implementation of the proposed change has two dimensions namely timing and scope. Timing is the selection of the appropriate time to initiate the change whilst scope is the selection of the appropriate scale of the change.

The matter of timing is strategic and depends on a number of factors, particularly the company's operating cycle and the groundwork preceding the change. The magnitude and the degree of urgency of a problem are critical criteria to employ when trying to establish the time of implementation of an organisational change.

Similarly the scope of the change also depends on strategy and it may be implemented throughout the organisation and become an established fact in a short time or it may be phased into the organisation, level-by-level or department-by-department. According to Greiner (1972:39) the strategy for successful changes makes use of the phased approach, which limits the scope but provides feedback for each subsequent implementation.

Figure 2.5 :Evaluation Matrix: Issues to consider

<u>Relevant Issues to Cover and Evaluate</u>	<u>Examples of what to measure</u>	<u>Who or what to examine for answers</u>	<u>How to collect data to answer issue questions</u>
1. Are employees learning, changing attitudes, and improving skills?	Employees' attitudes and skills before, during and after training or development sessions	Comments. Method of participation Co-workers. Superiors.	Interviews. Questionnaires. Records. Observation.
2. Are organisational change materials used on the job?	Employees' on-the-job performance, behaviour and style	Subordinate performance, attitudes and style.	Records Interviews. Questionnaires. Critical incidents. Observation
3. What are the costs of organisational change programs and techniques?	The fixed and variable costs of conducting the change programs	Cost of consultants. Participant time. Travel expenses. Training aids. Rent. Utilities.	Budget records
4. How long does the organisational change program have an effect on employees?	Employees' on-the-job performance, behaviour and style over an extended period	Subordinate performance, attitude and style.	Records Interviews. Questionnaires. Critical incidents. Repeated Observation

(Donnelly *et al*, 1995:488)

Evaluation should be made by comparing the results (the benefits) with the objectives of the organisational change program. The effectiveness of most change efforts can be difficult to evaluate (Greiner, 1972:40). However, it is important to determine what has resulted in terms of attitude, productivity, and behaviour. The three criteria for evaluating organisational change programs are internal, external and participant reaction.

Internal criteria are directly associated with the basis of the program while external criteria are related to the effectiveness of employees before and after the change is implemented. Participant reaction criteria attempts to determine how the individuals affected by the change feel about it (Greiner, 1972:41).

The costs and benefits of any organisational change effort can be established only if evaluation programs are used. One is encouraged to use multiple and systematic assessment to monitor changes in structure, people and technology over long periods and Figure 2.5. represents a guideline for managers to use.

The next model to be discussed is the Kotter's integrative model of organisational dynamics.

2.4.7. Kotter's (1980) integrative model of organisational dynamics

There are seven elements of the model as illustrated in Figure 2.6. These are:

- Employees and other tangible assets (including buildings, plant, inventories and cash
- Social system includes the organisation's culture and social structure
- Formal structure, job design and operating systems
- Technology associated with the organisation's core products
- External environment including the immediate task-related environment and wider environment (which includes public attitudes, political systems, etc)
- Dominant coalition- the objectives and strategies of policy makers (Hayes, 2002:27)

Kotter's (1980) integrative model of organisational dynamics is illustrated in Figure 6.

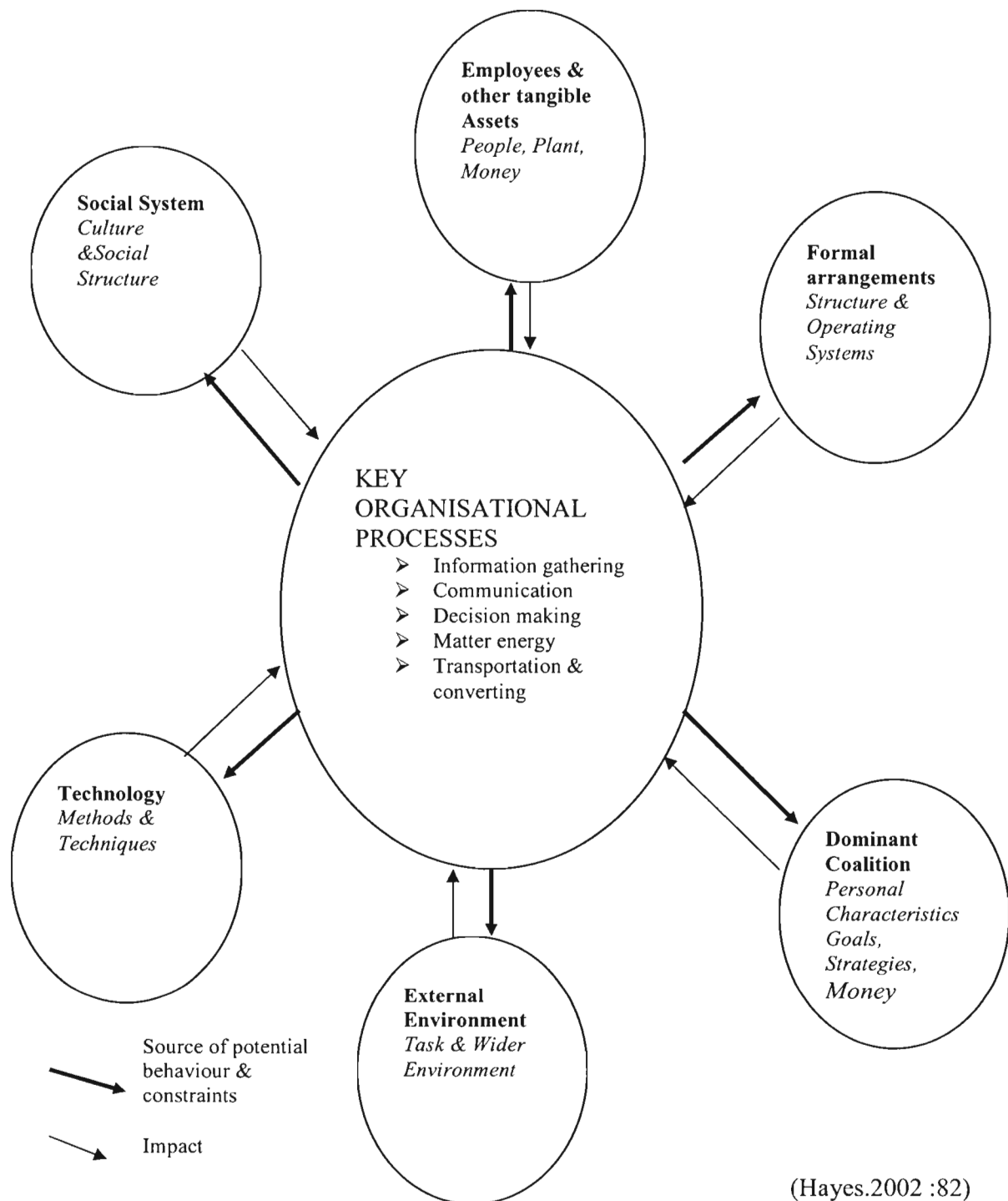
One of the key elements of the model that is unique to other models, is the emphasis on the role of the key organisational processes which is information gathering, communication, decision-making and matter-energy transformation (Hayes, 2002:82).

Another unique feature of the model is its three-prong approach on effectiveness namely, short term, medium term and long-term effectiveness. In the short term, organisational effectiveness can be expressed in terms of the cause-effect relationships that link all the elements of the system together (Hayes, 2002:27). An example cited by Porter, Nadler and Cammann (1980:282) is the demand pattern of a major product: if demand decreases then the dominant coalition should react quicker than the dominant coalition of competitors to be efficient. Efficiency is determined by how quick the organisation can convert information into matter/energy and transportation processes. Adjustment may be required in the form of “cutting production, finding new customers or reducing prices in order to minimise stock levels” (Hayes, 2002:27).

In the medium term (few months to a few years), the effectiveness of an organisation is its ability to maintain its short-term effectiveness (Porter *et al*, 1980:282). By maintaining the key process elements in an effective and efficient way, the other six elements will align with each other. Sustained misalignment occurs when there is a misfit, which leads to waste (Porter *et al*, 1980:282). An example of misalignment is when the size of workforce is not sufficient to take advantage of economies of scale that the organisation’s technology can sustain (Hayes, 2002:27). According to Porter *et al* (1980:283), over the medium term, “the focus of change management needs to be ensuring that the elements of the organisation are appropriately aligned”.

In the long term (6-60 years), the determinant of effectiveness is ability of the structural elements to adapt to change (Hayes, 2002:28). For instance, the external environment, employees and technology may exert more influence than the other elements. These elements become the driving force that shapes the organisation through the change process. However, “sustained misalignment will threaten the survival of the company” (Porter *et al*, 1980:283).

Figure 2.6. Kotter's (1980) integrative model of organisational dynamics



According to Hayes (2002:28), adaptability is important as it a determinant as to “whether or not the organisation will be able to maintain the required degree of alignment over the long term”. The advice offered by Hayes (2002:28) is that change management

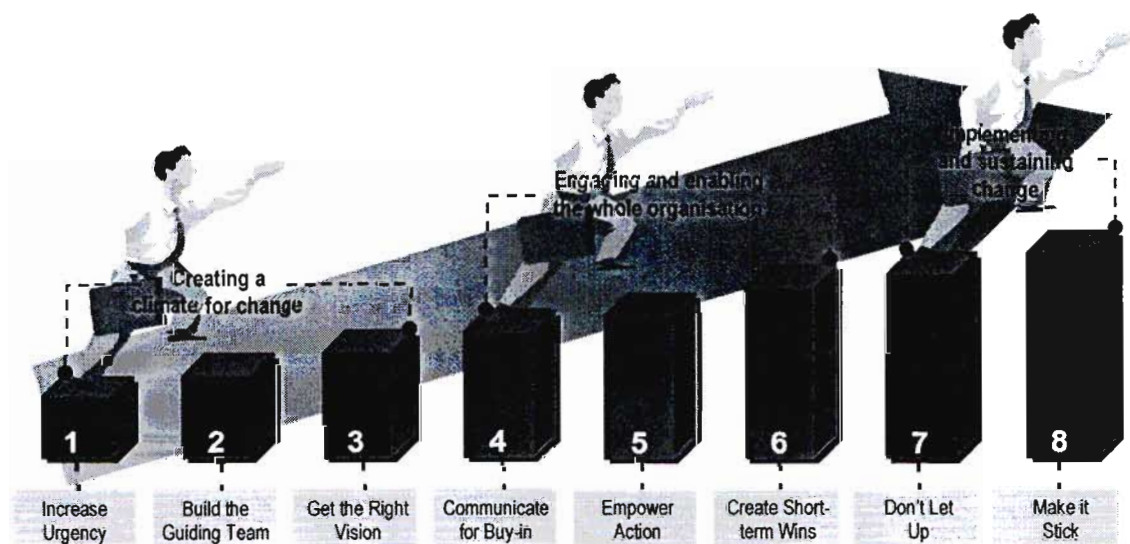
needs “to ensure that the structural elements of the organisation are as adaptable as possible”.

The next section provides a discussion of Kotter’s eight stage process of creating major change.

2.4.8. Kotter’s Eight Stage Process of Creating Major change (1996).

Kotter (1996:21) advocates an eight step change process as illustrated in Figure 2.7. The first four steps assist in unfreezing the status quo. Steps five to seven introduces the new concept of change and the last stage is necessary to change the corporate culture and “make it stick”. The model is explained below.

Figure 2.7. Kotter’s eight step of change model



Kotter and Cohen (2002:7)

Kotter (1995:61) advocates that there are eight steps to the change process as highlighted in Figure 2.7, to ensure that there is success in the change effort.

1. *Establishing a sense of urgency.* Getting people out of their comfort zones is difficult. Unfreezing involves alerting role-players to the need for change and

motivating them to let go of the status quo. There are numerous factors that are a hindrance to the process such as a history of past success and lack of an immediate crisis.

2. *Forming a powerful coalition.* Kotter (1995:61) argues that unless those who identify the need for change can form a strong enough team to direct the process, the change initiative will not occur. The “guiding coalition” must have the experience of senior managers and be seen to signal a real commitment to change.
3. *Creating a vision.* The guiding coalition needs to develop a shared vision. This vision must be easily communicated to all role-players of the change effort.
4. *Communicating the vision.* Kotter (1995:85) advocates that the vision must be communicated often to get commitment in the change effort.
5. *Empowering others to act on the vision.* Empowering people includes creating a climate in which people believe in themselves and they have the support of others to ensure successful change.
6. *Planning for and creating short-term wins.* Kotter (1995:117) is of the view that major change can take time which may reduce the sense of urgency for the change effort. One solution offered is that those leading the change must seek short term wins and celebrate success.
7. *Consolidating improvements and producing still more change.* Kotter (1995:131) advocates celebrating early wins but cautions against declaring victory too soon as this reduces the momentum for change.
8. *Institutionalising new approaches.* According to Kotter (1995:145), leaders need to consolidate the change effort. They need to show others how the changes have produced “new approaches, behaviours and attitudes that have improved performance. These changes must become part of the organizational culture.

The model is illustrated in a flow diagram in Figure 2.8. overleaf.

Figure 2.8. Why Transformation Efforts Fail

Step 1: Establishing a sense of urgency

- Examining the market and competitive realities
- Identifying and discussing crises, potential crises or major opportunities.

Step 2: Creating the Guiding Coalition



- Putting together a group with enough power to lead the change.
- Getting the group to work together like a team.



Step 3: Developing a Vision and Strategy

- Creating a vision to help direct the change effort
- Developing strategies for achieving that vision



Step 4: Communicating the Change Vision

- Using every vehicle possible to constantly communicate the new vision and strategies.
- Having the guiding coalition role model of the behaviour expected of employees



Step 5 : Empowering broad-based Action

- Getting rid of obstacles
- Changing systems or structures that undermine the change vision

- Encouraging risk taking and non-traditional ideas, activities, and actions.



Step 6: Generating short term wins

- Planning for visible improvements in performance, or “wins”
- Creating those wins
- Visibly recognizing and rewarding people who made those wins possible



Step 7 : Consolidating Gains and Producing more Change

- Using increased credibility to change all systems, structures, and policies that don’t fit the transformation vision
- Hiring, promoting and developing people who can implement the change vision
- Reinvigorating the process with new projects, themes, and change agents.



Step 8 : Anchoring New Approaches in the Culture

- Creating better performance through customer and productivity-oriented behaviour, more and better leadership, and more effective management
- Articulating the connections between new behaviours and organisational success
- Developing means to ensure leadership development and succession

(Kotter 1995:61)

2.4.9. Nadler and Tushmans’s (1980) Congruence Model

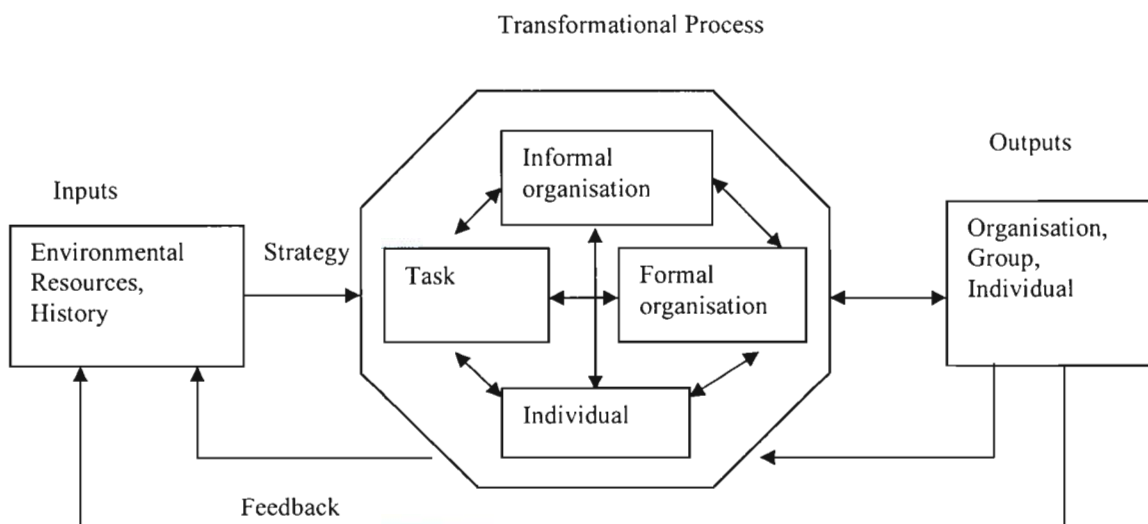
According to Hayes (2002:83), the Nadler and Tushman model, illustrated in Figure 2.9, portrays the organisation as a transformational process. Environmental inputs are

transformed into organisational, group and individual outputs. This model highlights the importance of strategy in achieving and maintaining alignment.

Inputs are defined as environmental, resources, history and strategy:

- Environmental includes the interaction with markets, financial institutions, supplies and the macro environment.
- Resources may be in the form of capital, plant, raw materials, technologies and labour.
- History encompasses past strategic decisions that can affect present organisational behaviour.
- Strategy is the ability to use the organisations' resources effectively and efficiently in relation to the external environment. Effective organisations are able to align themselves with environmental changes.

Figure 2.9. Nadler's and Tushman's (1980) congruence model



(Hayes 2002:83)

The transformational process comprises four internal components, namely, informal organisation, task, formal organisation and individuals.

These major components may be defined as follows (Hayes, 2002:31):

- Task- can be complex, predictable or interdependent
- Individuals who are employees who as a certain response capability, intelligence, skills and ability, attitudes and expectations
- Formal organisational arrangements are interventions of the organisation to direct, structure or control behaviour
- Informal organisation includes informal group structures, inter-group dynamics or political processes.

Congruence or alignment is the extent to which the needs, demands, goals and objectives of any one component of the organisation are consistent with the needs, demands, goals and objectives of any other component. The development of change strategies and organisational diagnosis is possible through aligning the fit between the organisation and its environment and its internal components. (Hayes, 2002:31).

The next model under discussion is the Burke-Litwin causal model of organisational performance and change.

2.4.10. The Burke-Litwin (1992) causal model of organisational performance and change

The model draws a distinction between transformational change and transactional change. Transformational change is due to the influence from the external environment and requires a fundamental shift in values and behaviour and this could involve changing an organisation's culture, mission, strategy etc. thereby calling for "managers especially, but not only senior managers, to provide lead and behave in ways that clarify the new strategy and encourage others to act in ways that will support it" (Hayes, 2002: 85). Transactional change is due to "short-term incremental improvements" such as behaviour at the more everyday level "within the existing paradigm" (Hayes, 2002: 84). Transactional change emphasises single loop learning which entails the "detection and correction of errors leading to a modification of the rules within the boundaries of current

thinking” (Hayes, 2002: 40). The decision about where to intervene first might be influenced by whether the goal is to achieve transformational or transactional change (Hayes, 2002: 85).

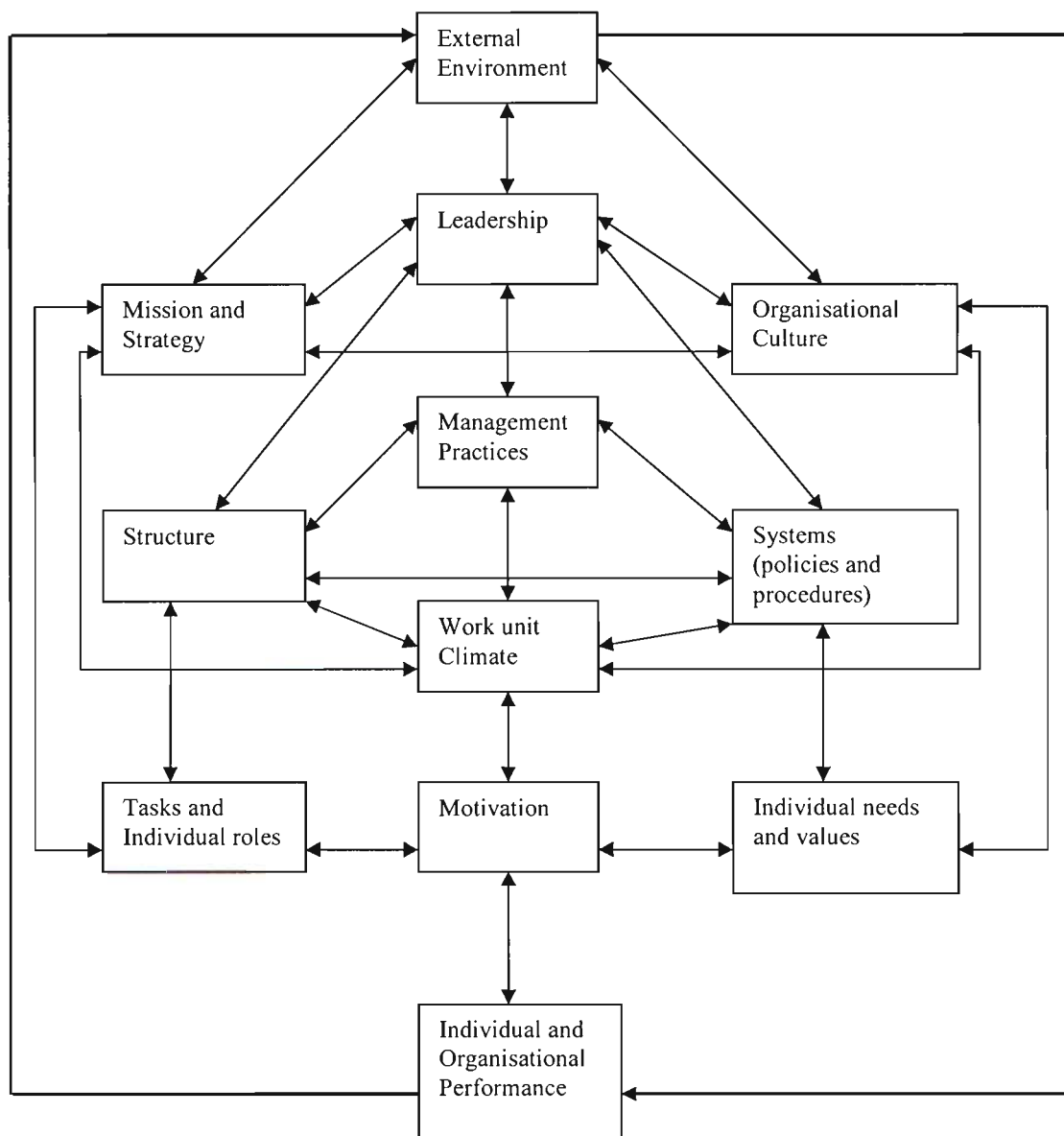
The model is based on the open systems approach, beginning with the external environment as inputs and individual and organisational performance as outputs. It consists of 12 interrelated elements as shown in the figure below. There are feedback loops in both directions indicating that the organisations performance affects its external environment and the external environment affects performance. The other 10 elements shown in Figure 2.10. illustrates the process of transforming inputs to outputs and reflect different levels of this process. Strategy and culture, for example reflect aspects of the whole organisation or total system while climate is an element associated with the local unit level; and motivation, individual needs and values represents an individual level element (Hayes, 2002: 84).

The Burke-Litwin (1992) model is presented vertically (rather than across the page from left to right, like the Nadler and Tushman model) to reflect causal relationships and the relative impact of elements on each other (Hayes, 2002: 85). Burke and Litwin “posit that those elements located higher in the model such as strategy, leadership and culture, exert greater impact on other elements and vice versa” (Hayes, 2002: 85). Elements located lower down in the model can have some impact on those above them but their position in the model reflects ‘weight’ or net causal impact. Despite this the model is predictive rather than prescriptive since it specifies the nature of causal relationships and predicts the likely effect of changing certain elements rather than others (Hayes, 2002: 85).

Change interventions that are transformational in nature will target “higher –level” elements in the model, which will eventually and inevitably have an impact on all other elements in the system because of their weight and relative impact while interventions that are primarily transactional target the elements in the lower part of the model and the impact is likely to remain at local unit level. Burke and Litwin (1992) present a

“summary of studies that provide empirical support” for the causal linkages hypothesised by their model (Hayes, 2002: 86).

Figure 2.10. The Burke-Litwin (1992) causal model of organisational performance and change.



(Burke and Litwin, 1992)

Resistance to change is a major challenge and one which the above models attempt to deal with. More explicit attention needs to be given to this challenge and this will be detailed in the next section.

2.5. RESISTANCE TO CHANGE

Change triggers emotional reaction because of the uncertainty involved (Kotter and Schlesinger, 1979:94). Therefore, management should always consider potential reasons why individuals involved in a change might resist, when planning for change. This will then help managers choose a method to overcome resistance. Although there are many reasons for resistance, several stand out (Kotter and Schlesinger, 1979:94), namely, threatened self-interest; misunderstanding and lack of trust; different assessments and perceptions; low tolerance for change. Other general reasons include inertia, timing, surprise and peer pressure.

Threatened self-interest results since people care less about the organisation's best interest than their own and this makes them resist change, if they think that it will cause them to lose something of value. Examples of what people fear losing include at worst their jobs; personal goals which when threatened will provoke resistance such as power over organisational resources, money in the form of current or future income, prestige and respect from people responsible for hiring, promoting, and firing, convenience as far as personal effort is concerned, security, professional competence including respect from peers for knowledge and technical proficiency and client service with respect to effectiveness in client service (Smit and Cronje, 1997:265).

Misunderstanding and lack of trust occurs when people don't understand the purpose for the proposed change and resist. This situation happens when there is lack of trust between the parties involved. Managers mistrusting employees and fearing power loss often oppose efforts to involve employees in work decisions (Saporito, 1986:122).

Differential assessment is a major reason for lack of support for innovations. Due to innovations involving new concepts, their value is not always clear hence individuals may see a change as not useful and even view it as counter-productive ((Bartol, Martin, Tein, Mathews, 2001:580). Some people have a low tolerance for change because they fear that they will not be able to develop the new skills needed to perform well, even though they recognize the need for change. They are emotionally unable to make the change (Smit and Cronje, 1997:266).

2.6. THE PROCESS OF CHANGE

Change when viewed from an individual's response is a process which has four distinct steps namely denial, resistance, exploration and commitment (Smit and Cronje, 1997:264). During the denial phase people act as though the change will not affect them personally. Once people realize that change is taking place then they often resist due to the associated uncertainty involved. The exploration step begins once the change has been implemented and more information and the necessary training provided. This then results in a better understanding of the change thereby leading to some level of commitment which may be initially low and progressively increase as the process continues or high and decrease during the process (Smit and Cronje, 1997:264).

2.6.1. Theoretical ways to minimize resistance to change

According to Hellriegel *et al* (1998:589), Kurt Lewin developed the concept of force field analysis for managers to overcome resistance to change. This method basically involves analyzing two types of forces namely driving and restraining forces that influence any proposed change, then assessing how best to overcome resistance. Driving forces are variables or factors that pressure for a particular change while restraining forces are variables pressuring against a change. At a point in time the two force types push in opposite directions, giving an equilibrium defining current conditions, or the status quo.

Figure 2.11: Methods of overcoming resistance to change

<u>APPROACH</u>	<u>COMMONLY USED IN SITUATIONS</u>	<u>ADVANTAGES</u>	<u>DISADVANTAGES</u>
Education and communication	Where there is lack of information and analysis	Once persuaded, people will often help with the implementation of the change.	Can be very time-consuming if lots of people are involved.
Participation and involvement	Where the initiators do not have all the information they need to design the change, and where others have considerable power to resist.	People who participate will be committed to implementing change, and any relevant information they have will be integrated into the change plan.	Can be very time-consuming if participators design an inappropriate change.
Facilitation and support	Where people are resisting because of adjustment problems	No other approach works as well with adjustment problems.	Can be very time-consuming and still fail.
Negotiation and agreement	Where someone or some group will clearly lose out in a change, and where that group has considerable power to resist.	Sometimes it is relatively easy way to avoid major resistance.	Can be too expensive in many cases if it alerts others to negotiate for compliance.
Manipulation and co-optation	Where other tactics will not work or are too expensive	It can be relatively quick and inexpensive solution to resistance problems.	Can lead to future problems if people feel manipulated.
Explicit and implicit coercion	Where speed is essential and the change initiators possess considerable power.	It is speedy and can overcome any kind of resistance.	Can be risky if it leaves people angry with initiators,

(Kotter & Schlesinger, 1979:111)

In order to change the status quo to a desired condition, it is necessary to increase driving forces, to decrease restraining forces, or do both. Although manager's think of increasing driving forces, this according to Lewin is likely to produce a balancing increase in resistant forces. Lewin believes that managers can bring about a successful change if they work to reduce restraining forces.

The benefits of using force field analysis to understand the process of change is that it makes managers and employees analyze their current situation as well as determine those factors that can be changed and those that cannot. Force field analysis can help managers and employees diagnose and overcome resistance to change since such resistance can be reduced through good communications as well as employee involvement in the change process.

2.7. CONCLUSION

The three schools of thought that form the foundation of change management theory are the individual perspective school which is further divided into two main groups the Behaviourists and Gestalt- field psychologists; the group dynamics school and the open systems school. The Behaviourists believe that organisational change is brought about by changing the external stimuli acting upon the individual while the Gestalt- field psychologists seek to help individual members of an organisation change their understanding of themselves and the situation in question, which, they believe, in turn will lead to changes in behaviour" (Smit and Cronje, 1997:319). The Group dynamics school advocate that the way to bring about change is through focus on influencing and changing a group's norms roles and values. The open systems school deals with the organisation as a whole arguing that it interacts with both the external and internal environments. Various elements of these theoretical perspectives have contributed to the development of the different change models.

The ten change models that have been discussed in this chapter are:

- Kurt Lewins three step model of change
- Scheins three stage model of the change process
- The incremental model of change
- The Punctuated equilibrium model of organisational transformation
- The continuous transformation model of change
- Diagnostic model for managing change
- Kotter's (1980) integrative model of organisational dynamics
- Kotter's eight stage process of creating major change (1996)
- Nadler and Tushmans's (1980) congruence model
- The Burke-Litwin (1992) causal model of organisational performance and change

Kurt Lewins three step model of change; Scheins three stage model of the change process; the incremental model of change; the punctuated equilibrium model of organisational transformation; the continuous transformation model of change have their respective advantages and disadvantages as outlined. In addition different aspects of each of these models are evident in the process models.

The process models that will form the focal point for the purposes of this study are the Diagnostic model for managing change; Kotter's (1980) integrative model of organisational dynamics ; Kotter's eight stage process of creating major change (1996); Nadler and Tushman's (1980) congruence model; The Burke-Litwin (1992) causal model of organisational performance and change since these models view the organisation as a system which is impacted on by both the internal and external environments.

The diagnostic model for managing change takes a holistic approach and involves or covers all forces both negative and positive that impact and affect a business. It also enables management to develop a better understanding of problems of the organisation and finding alternative ways in which to solve them. This helps provide direction despite

the associated uncertainty of the outcome prior to implementation of any change intervention.

The diagnostic model of change has a built in feedback system that enables detailed evaluation and assessment of the change intervention in relation to its objectives thereby providing valuable information for the future. The diagnostic model for managing change can also be applied at any point in an organisations life cycle and it can be used in different industries that are undergoing changes. It must also be noted that some aspects of the diagnostic model for managing change does overlap with other models for managing change but it is unique in that it is flexible enough to be applied to any change intervention strategy.

Kotter's (1980) integrative model of organisational dynamics is unique in that it highlights key organisational processes namely, information gathering, communication, decision making, matter, energy, transportation and converting.

Kotter (1996:21) advocates an eight step change process as illustrated in Figure 2.8. (a). The first four steps assist in freezing the status quo. Steps five to seven introduces the new concept of change and the last stage is necessary to change the corporate culture and "make it stick". This model places emphasis on the importance of creating a climate of change prior to the implementation of a change intervention.

Nadler and Tushman's (1980) congruence model emphasises congruence or alignment as the extent to which the needs, demands, goals and objectives of any one component of the organisation are consistent with the needs, demands, goals and objectives of any other component. The development of change strategies and organisational diagnosis is possible through aligning the fit between the organisation and its environment and its internal components. (Hayes, 2002:31).

The Burke-Litwin (1992) causal model of organisational performance and change reflect causal relationships and the relative impact of elements on each other (Hayes, 2002:85).

Change interventions that are transformational in nature will target “higher –level” elements in the model, which will eventually and inevitably have an impact on all other elements in the system because of their weight and relative impact while interventions that are primarily transactional target the elements in the lower part of the model and the impact is likely to remain at local unit level.

Some of the common best practice principles across the models are that they all take the open systems approach and view the organisation as a whole which is impacted by both the external and internal environments hence scanning the environment is integral to assessing whether there is a need for change or not. In addition planning is essential before, during and after a change effort in terms of establishing a vision for the change effort, a time frame in terms what the short term, medium term and long term goals for the change effort are and an estimated guideline about how long it will take for the change effort to achieve its objectives from initiation through to implementation and evaluation.

A means to measure the change effort against the stated objectives is critical to the change process hence regular feedback to monitor how close an organisation is to the change intervention plan so that any deviation from the plan can be identified immediately and addressed. It is also important to establish the scope and magnitude of the change effort since this will impact on the pace and speed of the change intervention with respect to whether the approach adopted for the change will be transformational, incremental or continuous.

The leadership and the team leading the change effort is pivotal to the outcome of a change intervention hence the role of the leader must be clearly defined and the team steering the change intervention must have authority and a real commitment to encouraging others to support the change drive. It is essential to ensure that a proper communication strategy is in place before, during and after a change effort irrespective of the size of the change as this is key to overcoming resistance to any change effort. All the models highlight the main types of change that organisations embark on as

structure and people but they are interdependent. The appropriate technique to deal with any one of these change types must be carefully selected. However, they each emphasise the importance of the people hence empowerment through training should be a priority in any change effort. Finally it is crucial to make sure that there is alignment so that the needs, demands, goals and objectives of any one component of the organisation are consistent with the needs, demands, goals and objectives of any other component.

The principles underlying the diagnostic model for managing change; Kotter's (1980) integrative model of organisational dynamics ; Kotter's eight stage process of creating major change (1996); Nadler and Tushmans's (1980) congruence model; The Burke-Litwin (1992) causal model of organisational performance and change will be used in this study to achieve the objectives of the research.

CHAPTER 3:

HISTORY OF THE ORGANISATION AND CONTEXT OF THE ORGANISATIONAL CHANGE INTERVENTION

3.1. INTRODUCTION

The previous chapter highlighted the different theories associated with change management and the different models of change that will be used for the purposes of this study. The organisation chosen for this research was established eighty three years ago. It supplies more than ninety percent of the country's energy requirements and has divisions and regions throughout the country (Company website, web-address withheld as requested by the company).

The context of the research is based on a section of the organisation situated in the Eastern Region in Pietermaritzburg. An in depth study has been undertaken to establish the nature of the change intervention undertaken by a department within this large organisation focusing on the process adopted, resistance and how it was managed, the factors that hindered and facilitated the process, the effectiveness of the intervention in terms of the organisation's own objectives for the change and the extent to which the implemented change intervention employed the principles of current change management models.

3.2. BACKGROUND OF THE ORGANISATION

According to the company website (2004:1), the organisation was established after the gold rush in 1886 as there was a demand for energy services. Johannesburg was the first city to receive its energy in 1889.

The provision of energy was a phased approach where Pretoria came second in 1892 to be electrified followed by Cape Town and Durban in 1893, Pietermaritzburg in 1895,

East London in 1899, Bloemfontein in 1900, Kimberley in 1904 and Port Elizabeth in 1906 (Company website, 2004:5).

The organisation is a parastatal funded by its customers and owned by a single shareholder, namely, the South African government. There are 16936 people that are currently employed by the organisation.

The organisation has since then undergone numerous transformational changes ranging from changing of the company's name to changing of its branding. In 2001, the organisation received an accolade for being the lowest priced energy services provider in the world.

3.3. CONTEXT OF THE CHANGE INTERVENTION

The organisation has undergone numerous transformational changes ranging from changing of the company's name to changing of its vision and branding. The focus in this research is on the process change intervention in customer quotations.

According to (Anonymous, 2006), this change intervention began about four years ago when a project manager decided to introduce a new digital workflow system called K2. The system was based on workflow, where each role-player had to perform a certain task in a defined timeframe. The system was digital, with no face-to-face interaction. He undertook this exercise as a side issue without any active involvement from top management. The change intervention has recently been completed and the reasons put forward for the change from an organisational point of view are as follows:

- 1) To introduce a new workflow system on computer that is to completely move away from doing things manually.
- 2) To improve customer services from the time the customer applies for electricity to connection of the supply.
- 3) To track projects real-time so that customers are informed on the progress of the project at anytime and from any employee working for this company.

- 4) To integrate all functional departments that was working independently and in isolation on common projects. In other words to cut across all value-chains of this business.
- 5) This change intervention was introduced to provide management with a tool to identify where the bottlenecks are from the start to finish of a project.
- 6) Management would use this new workflow system to generate monthly reports about the progress of each project on the system.
- 7) Management would use the information generated from the system to evaluate the employees of their respective departments. (Anonymous, 2006).

CHAPTER 4:

RESEARCH METHODOLOGY

4.1. INTRODUCTION

Chapter 3 provided background and historical information about a leading energy provider. The company has recently implemented a major change intervention in its technical division to meet or exceed customer expectations in the delivery of electricity. According to professional literature, about 70 to 75 percent of organisational change efforts fail to meet the expectations of key stakeholders (Mourier and Smith, 2001:19). The main reasons cited in literature are that steps in the change process have been skipped thereby creating an illusion of speed at the expense of producing an acceptable result (Kotter, 1995:59). The purpose of the research was to investigate the extent to which this company has applied best principles and practices related to change management. This chapter reveals the specific details on the methodology used in this study to achieve the research aims listed below.

4.2. THE OBJECTIVES OF THE RESEARCH

The specific objectives of the research were as follows:

- 1) To establish the nature of the change intervention undertaken by a department within a large organisation.
- 2) To investigate the process adopted before, during and after the change intervention with particular reference to the leadership of the process, the key role-players and their inputs, the parties affected by the change, how the change process was communicated and how it was evaluated.
- 3) To determine whether there was any resistance to the change and how this was dealt with.
- 4) To explore the factors that hindered and facilitated the process.
- 5) To determine the effectiveness of the organisational change intervention in

terms of the organisation's own objectives for the intervention.

- 6) To explore the extent to which the organisational change intervention implemented reflects the principles of current change management models.

4.3. RESEARCH DESIGN

The research design adopted in this study was qualitative in nature to address the above-mentioned objectives. Eisner, (1991: 32) outlines six features of qualitative study which are listed below:

- Qualitative studies tend to be field focused.
- Qualitative research [considers] the self as an instrument. The self is an instrument that engages the situation and makes sense of it. This is done most often without the aid of an observation schedule; it is not a matter of checking behaviours, but rather of perceiving their presence and interpreting their significance.
- Qualitative studies display the use of language and the presence of voice in the text.
- Qualitative studies give attention to particulars
- One of the criteria used for judging the success of qualitative research is that it becomes believable because of its coherence, insight, and instrumental utility.
- Another feature that makes a study qualitative is its interpretive character.

Interpretive here means:

- ❖ Qualitative inquirers aim beneath manifest behaviour to the meaning events have for those who experience them.

According to Coldwell and Herbst (2004:15), qualitative research allows in-depth analysis of problems, opportunities and situations in the business environment and it has the advantage in some instances of being less costly than quantitative research techniques for gathering data however it is argued that important managerial decisions should not be based on qualitative data since it is not scientific.

4.3.1. Data Collection Method

The most widely used method of getting information about the behaviour, attitudes and other characteristics of people is to ask them (Coldwell and Herbst, 2004:14). This is not always possible due to a variety of reasons hence in-depth semi-structured interviews were carried out in this investigation. The in- depth interview technique is used when the direct questioning method is not practical, is uneconomical or is a less precise way for the researcher to obtain his/her data (Coldwell and Herbst, 2004:14).

During the interviews, the interviewer has a list of issues to be covered, but the purpose of the interview is to let the respondents express their thoughts without restraint (Coldwell and Herbst, 2004:15). A copy of the interview guide is attached in Appendix 2 and was derived from the theory on change management with particular reference to the different models and from the research objectives outlined above. This was essentially an interrogation/communication study since the researcher questions the subjects or participants and collects their responses by personal means. (Coldwell and Herbst, 2004:15).

In-depth interviews were conducted to understand the participants' impressions and experience regarding a change intervention that affected them and had an impact on their department. The qualitative research interview is ideally suited to examining topics in which different levels of meaning needed to be explored (Cassell and Symon, 2004:21).

Kvale defines the qualitative research interview as: "an interview, whose purpose is to gather descriptions of the life-world of the interviewee with respect to interpretation of the meaning of the described phenomena" (Kvale, 1983: 174). The goal of any qualitative research interview is therefore to see the research topic from the perspective of the interviewee, and to understand how and why the interviewees have this particular perspective (Cassell and Symon, 2004:11). To meet this goal, qualitative research interviews generally have the following characteristics: a low degree of structure imposed by the interviewer; a preponderance of open questions; and a focus on "specific situations

and action sequences in the world of the interviewee” (Kvale, 1983: 176) rather than abstractions and general opinions.

A key feature of the qualitative research interview method is the nature of the relationship between interviewer and interviewee (Cassell and Symon, 2004:11). The interviewee is seen as a participant in the research, “actively shaping the course of the interview rather than passively responding to the interviewer’s pre-set questions” (Cassell and Symon, 2004:11). The qualitative research interview is a method which can address quite focused questions about aspects of organisational life and it also examines broader issues (Cassell and Symon, 2004:21). It is a method which most research participants accept readily (Cassell and Symon, 2004:21). “This is partly due to familiarity with interviews in general; however, equally important is the fact that most people like talking about their work – whether to share enthusiasm or to air complaints – but rarely have the opportunity to do so with interested outsiders” (Cassell and Symon , 2004 :21).

This method was selected for the purposes of this study to gather the full range and depth of information with respect to the change intervention that was undertaken. Every word from the interview was written down in this study and the interviews were carried out at each participant’s place of work. The purpose of the study and format of the interview was explained to each interviewee and an informed consent document (see Appendix 3) was issued to each participant prior to the commencement of the interview. The duration of the interview was be about 30 minutes per interviewee and the researcher’s contact details were given. The interviews were conducted in July/August 2006 at the Pietermaritzburg offices of the company selected for the purposes of this study.

4.3.2. The Research Population and Sample

The population size was made up of 33 role-players in the technical quotation process. The manager, who allowed the researcher access to this organisation, provided a list of random names of employees who were involved in the change intervention selected for this study. From the list, the researcher extracted a sample size of 25 role-players (76% of the population size), which is representative of the population size. A cross-section of the sample included project co-coordinators, project engineers, project planners, managers and customer service agents.

The sample composition and size is shown in Table 4 below:

Table 4.1: Sample Composition and Size

Project Role-players	Sample	Population Size	Sample as Percentage of Population Size
project engineers	6	8	75
managers	6	8	75
customer service agents	5	7	75
project co-coordinators	4	6	75
project planners	4	5	90
Total	25	33	

The researcher formulated an interview guide where all the participants in this study were asked the same questions. The interview guide questions were constructed with the overall intent of establishing the nature of the change intervention undertaken with particular focus on the process adopted before, during and after the change, resistance and how it was managed, the factors that hindered and facilitated the change process, the effectiveness of the intervention in terms of the organisations own objectives for the change and the extent to which the implemented change intervention employed the principles of current change management models. The interview questions were derived directly from the research objectives of this study and the theory of change management.

The responses from interviewees were arranged into themes corresponding to the interview questions, which in turn were derived from the research objectives.

Face-to face interviewing was the way used to collect information about the specific change intervention used in this study. The advantage of using personal interviews was that detailed information could be extracted from the semi-structured interviews and probing. The participants could also ask for clarification if they did not understand any of the questions. A copy of the interview guide is attached as an appendix 2. All respondents were informed that participation in this research initiative was to be done voluntarily and anonymously. The researcher guaranteed confidentiality to all respondents. Every word from the interview was written down in this study and the interviews were carried out at each participant's place of work.

The interview guide questions covered six main areas:

- *To establish the nature of the change intervention undertaken by a department within a large organisation.*

This question provided valuable insight in terms of classifying the change intervention as structural, technological or behavioural since each of these programs for change has a particular technique that results in a specific outcome. (Donnelly et al, 1995:486)

- *To investigate the process adopted before, during and after the change intervention with particular reference to the leadership of the process, the key role-players and their inputs, the parties affected by the change, how the change process was communicated and how it was evaluated.*

Change management models highlight the importance of leadership, teams, the stakeholders of a change intervention, communication and monitoring and evaluation hence these were

issues that needed to form a crucial part of the interview guide. (Donnelly et al, 1995:486; Hayes, 2002:83; Kotter and Cohen , 2002:7; Kotter, 1995:61)

- *To determine whether there was any resistance to the change and how this was dealt with.*

Resistance and the methods used to overcome resistance are critical factors that cannot be ignored when embarking on any change intervention evaluation (Kotter and Schlesinger, 1979:111). These issues form an integral part of the literature on change management and had to be incorporated in the interview guide in order to accurately evaluate the organisational change intervention.

- *To explore the factors that hindered and facilitated the process*

It was necessary to determine the key factors that had a negative impact on the change process as well as those factors that had a positive influence so that the final evaluation of the change intervention would be balanced.

- *To determine the effectiveness of the organisational change intervention in terms of the organisation's own objectives for the intervention.*

These questions were asked to establish the relative success or failure of the change intervention undertaken from the perspective of the organisation.

- *To what extent does the organizational change intervention implemented employ the principles of current change management models?*

The purpose of extracting the common elements of all the change models in this study was to elicit the extent to which the best practice principles of change management are being applied to organisational change initiatives (Donnelly et al, 1995:486; Hayes, 2002:83; Kotter and Cohen , 2002:7; Kotter, 1995:61)

4.4. DATA ANALYSIS

The objective of data analysis is to transform information into an answer to the original research question (Terre Blanche, Durrheim and Kelly, 2006:323). The task of the qualitative researcher is one of analysis and synthesis (Leedy, 1993:141). Historical data, for example, is almost completely qualitative since “history arrives localized, in bits and pieces – isolated events, dates, individuals” (Leedy, 1993:141). Synthesis is indispensable to research history since one must fit the pieces together to form a meaningful matrix (Leedy, 1993:141). This research focused on a change intervention that has already occurred hence it was ‘*partly*’ historical in nature, and required putting all the pieces of information provided by the different respondents together into some kind of perspective, so that specific themes could be extracted. The responses from interviewees were arranged into themes corresponding to the interview questions, which in turn were derived from the research objectives. The responses with common themes were tallied to give a frequency corresponding to the respective theme. This formed the foundation of the analysis process undertaken in this study.

This study employed interpretative content analysis where the researcher had to stay close to the data in order to interpret it from a position of empathetic understanding (Terre Blanche, Durrheim and Kelly, 2006:321). The purpose of interpretive analysis is to provide “thick description”, which means “a thorough description of the characteristics, processes, transactions, and contexts that constitute the phenomenon being studied, couched in language not alien to the phenomenon, as well as an account of the researcher’s role in constructing this description” (Terre Blanche, Durrheim and Kelly, 2006:321). Interpretative content analysis involves five steps namely, familiarisation and immersion; inducing themes; coding; elaboration; interpretation and checking (Terre Blanche, Durrheim and Kelly, 2006:321).

Step 1: Familiarisation and immersion

This involved the development of ideas and theories about the change intervention under investigation, even as the researcher made contact with the gatekeepers and set up the interviews (Terre Blanche, Durrheim and Kelly, 2006:323). Prior to data analysis a preliminary understanding of the meaning of the data was established by the researcher (Terre Blanche, Durrheim and Kelly, 2006:323). Immersion during the data analysis stage is about reading through interview notes repeatedly to determine the “kinds of interpretation that are likely to be supported by the data and what are not” (Terre Blanche, Durrheim and Kelly, 2006:323). The researcher in this study repeatedly read through the interview notes, highlighting key points. This entailed the development of ideas to extract themes from the context which were relevant to the specific objectives of this study.

Step 2: Inducing themes

Induction means inferring general rules or classes from specific instances (Terre Blanche, Durrheim and Kelly, 2006:323). It is a bottom-up approach since the organising principles or themes are extracted from the interview notes (Terre Blanche, Durrheim and Kelly, 2006:323). “Themes should ideally arise naturally from the data, but at the same time they should have a bearing on your research question” (Terre Blanche, Durrheim and Kelly, 2006:321).

“There are no hard – and –fast rules about what sort of themes are best or about the best ways of organising any given collection of raw data” (Terre Blanche, Durrheim and Kelly, 2006:324). However, this study used the following guidelines in developing the themes namely: the researcher tried to “employ the language the interviewees used, instead of abstract theoretical language to label the themes”; the researcher tried to move “beyond merely summarising content but rather thought in terms of processes, functions, tensions and contradictions”; the researcher tried to “find an optimum level of complexity” to create interest with the data; “many different kinds of themes were explored prior to making a choice” and finally the themes selected “focused on the aims of the current study” (Terre Blanche, Durrheim and Kelly, 2006:324). The responses

from interviewees were arranged into themes corresponding to the interview questions, which in turn were derived from the research objectives.

Step 3: Coding

Coding means breaking up the data into analytically relevant ways during the activity of developing themes (Terre Blanche, Durrheim and Kelly, 2006:324). This was done in this study by using the numbering from the interview guide schedule to code “a phrase, a line, a sentence, or a paragraph, identifying these textual ‘bits’ by virtue of their containing material that pertains to the themes under consideration” (Terre Blanche, Durrheim and Kelly, 2006:324).

Step 4: Elaboration

The research data was collated in chronological order so the purpose of elaboration is to break up this sequence so that events or remarks that were far away from one another are now brought close together. Elaboration enables the researcher to extract the “finer nuances of meaning not captured by the original coding system” (Terre Blanche, Durrheim and Kelly, 2006: 326). The interviewer asked questions directly from the interview guide to each participant hence the data was collected or written accordingly. However, the notes taken from the interview after careful and in-depth familiarisation and immersion showed that as the interview progressed the interviewee provided vital information to questions already asked at the beginning of the interview for example hence elaboration enabled those remarks that were far away from one another to be brought closer.

Step 5: Interpretation and Checking

This was essentially a written account of the evaluation of the change intervention using the themes from the analysis and the research aims as sub-headings. The analysis of the interviews was shown to the participants for their verification.

4.5. ASSUMPTIONS

It is assumed that respondents answered honestly.

4.6. RELIABILITY AND VALIDITY

Reliability refers to the ability to obtain consistent results in successive measurements of the same phenomenon (Fleiss, 1981:141). Participants were selected across business units and their responses converged. The participants were directly or indirectly involved in this particular change intervention hence reliability in this study is context - dependent. It must be noted that if the same participants were re-interviewed with the same questions as per attached interview guide, the information that they provide, would be consistent with those obtained for the purposes of this study. According to Krippendorff (1980:155) thematic content analysis is valid to the extent its inferences are upheld in the face of independently obtained evidence.

According to Durrheim (1999:35) validity in qualitative research is determined “by the degree to which the researcher can produce observations which are believable to him or her, to the subjects being studied and to the eventual readers of the study”. This study is valid as an evaluation was done on a recent change intervention that actually occurred within a company in the energy services industry. Validity was further evidenced by the fact that participants independently identified the same issues that impacted on this particular change intervention. All respondents signed an informed consent document (see appendix 3) prior to their interview and this also contributed to the validity of this study.

The interviewee is seen as a participant in the research, “actively shaping the course of the interview rather than passively responding to the interviewer’s pre-set questions” (Cassell and Symon, 2004:11). The participants in this study were allowed to express their thoughts and opinions freely without interruption about the change intervention being evaluated. The duration of the interview was intended to be 30 minutes per interviewee however participants were very co-operative and provided details with respect to the change intervention hence the duration of each interview varied even though the same questions were asked to each respondent. This further demonstrates that the participants shaped the course of each interview.

4.7. ETHICAL CONSIDERATIONS

The researcher had to obtain ethical clearance (see Appendix 1) from the University of Kwa-Zulu Natal’s Ethics Review Committee prior to the commencement of interviews. All participants in the survey remained anonymous. Participation in the interview was voluntary and participants were at liberty to withdraw from the interview at any stage.

The next chapter presents the findings of this study.

CHAPTER 5:

RESEARCH FINDINGS

5.1. INTRODUCTION

The previous chapter provided detailed information about how the raw data collected were analysed using the five key steps of interpretive content analysis namely, familiarization and immersion; inducing themes; coding; elaboration; interpretation and checking (Terre Blanche, Durrheim and Kelly, 2006:321). This chapter outlines how these steps were uniquely applied by the researcher to create a body of knowledge to answer the research questions of this study.

The results of the qualitative study are given in this chapter. The next chapter provides a discussion on the findings and is structured in relation to the objectives of this research, namely:

- 1) To establish the nature of the change intervention undertaken by a department within a large organisation.
- 2) To investigate the process adopted before, during and after the change intervention with particular reference to the leadership of the process, the key role-players and their inputs, the parties affected by the change, how the change process was communicated and how it was evaluated.
- 3) To determine whether there was any resistance to the change and how this was dealt with.
- 4) To explore the factors that hindered and facilitated the process.
- 5) To determine the effectiveness of the organisational change intervention in terms of the organisation's own objectives for the intervention.
- 6) To explore the extent to which the organisational change intervention implemented reflects the principles of current change management models.

According to Interviewee1 (process manager), the organisation's own objectives for the change intervention in terms of objective 5 were as follows:

- a. To introduce a new workflow system on computer that is to completely move away from doing things manually
- b. To improve customer services from the time the customer applies for electricity to connection of the supply.
- c. To track projects real-time so that customers are informed on the progress of the project at anytime and from any employee working for this company.
- d. To integrate all functional departments that was working independently and in isolation on common projects. In other words to cut across all value-chains of this business.
- e. This change intervention was introduced to provide management with a tool to identify where the bottlenecks are from the start to finish of a project.
- f. Management would use this new workflow system to generate monthly reports about the progress of each project on the system.
- g. Management would use the information generated from the system to evaluate the performance of the employees in their respective departments.

5.2. RESULTS OF THE QUALITATIVE STUDY

The research was conducted by means of interviews. The profile of the interviewees in the sample is shown in Table 5.1. below.

5.2.1. Interviewee Sample Profile

The interviewee sample profile consisted is shown in Table 5.1.

Table 5.1: Interviewee Sample Profile

Interviewee Type	Number of Males	Number of Females	Age group 20-30	Age group 30-40	Age group 40-50	Age group >50
Managers	4	2		1F	1F	4
Project engineers	4	2	1F	1F	2	2
Customer service agents	4	1	1F		2	2
Project coordinators	2	2	1F	2 +1F		
Project planners	4	0		1	2	1
Total	18	7	3F	3 +3F	6 +1F	9

F= Female

From the above table, the management of the organisation is male dominated, consisting of four male and two female managers. Other staff members constituted fourteen male and five females (three in the 20-30 age group and two females in the 30-40 age group).

5.2.2. Collated Interviewee Responses

The responses from interviewees have been arranged into themes corresponding to the interview questions which in turn was derived from the research objectives and are presented in tabular form. The responses with common themes were tallied to give a frequency corresponding to the respective theme. The number of respondents and the number of responses are not equal due to multiple responses by participants.

5.3. NATURE OF THE CHANGE INTERVENTION

This objective was addressed through the use of the following, namely a description of the nature of the change intervention, the trigger for the change effort and a description of the old customer quotation process.

5.3.1. Description and rationale for the change intervention

The respondents' views on the nature of the change intervention are shown in Table 5.2.

Table 5.2: Description and rationale for the change intervention

Themes	Frequency of responses
Change from paper system to digital system	25
Digital to monitor each stage of project	18
Customer service	15
Workflow system (K2)	14
Real-time, GPS technology to track projects	6
Consistency by having a common system reports	6
No system integration	5
Can work remotely	4

The change intervention implemented by a department within this large organisation was two-fold; firstly technological change was implemented, where paper systems were replaced by a digital system. All respondents were in agreement with this type of intervention while fifteen respondents regarded customer service as the need for change. Secondly, there was a structural change by the introduction of a workflow system. A total of fourteen respondents regarded the workflow system (K2) as the change driver tool for improving customer service.

Eighteen respondents agreed that the new system was digital in order to monitor each stage in a project lifestyle. Interviewee 2 shares the view that “work in progress should be fully monitored.” There should be a “time limit to every step”. Six respondents agreed that the new system had real-time monitoring and used Global Positioning System (GPS) technology. According to Interviewee 20, with the GPS system, one can “measure exact lengths of power lines than estimating from maps”. The advantage of working remotely anywhere in the country was shared by four respondents. According to Interviewee 21, 2006, the new “K2 process was totally electronic to be able to work anywhere in the country”. As all distribution divisions have the same system, monitoring is easy as each region can have common targets based on the parameters from K2 program (Interviewee 21).

It was the intention that generation of good reports was one of the essential features of the K2 program. These sentiments were shared by six respondents.

5.3.2. Rationale for the change effort

Table 5.3. highlights the respondents’ views with regards to the trigger for the change effort

Table 5.3: Triggers for the change effort

Themes	Frequency of responses
Customer delivery with respect to quotations (K2)	25
Evaluation of employee performance	25
K2 - tool to identify bottlenecks in project delivery	25
No tracking systems	6
Consistency by having a common system	6
Work ethics	4
New system to standardise things	2

All respondents were of the view that the change intervention was necessary to meet or exceed customer needs. According to Interviewee 1, the old system was “mechanized” and more of a “scheduling system”. All interviewees expressed the view that K2 was introduced to “watch over them and check if they adhere to project deadlines set up by the new system in order to evaluate their performance”. The old system had no real target dates. Interviewees 20, 22,23 and 24 were in agreement with Interviewee 1 that the need for change was more customer focused to minimize turnaround times in getting the quotation for infrastructure to the customer and hence the time to connect the customer to the electricity network. There was a need to become more “people friendly with respect to customers” hence the change to the K2 workflow system.

There were six respondents that cited the lack of monitoring systems which prompted the change effort. According to Interviewee 24, there was no tracking system in place to monitor the progress of a quotation. With the introduction of the K2 workflow system all role-players are monitored and the bottlenecks are clearly visible as the system highlights the duration of the task and the person that is responsible to execute the task.

Four respondents regarded work ethics as a trigger for the change effort. With the previous system, role-players worked “last minute because it is human psychology to do so” (Interviewee 1). According to Interviewee 22, role-players used to procrastinate “...always tomorrow”. Two interviewees believed that the change was introduced to standardise things because “expertise is lacking in the company”.

5.3.3. The old quotation process

Table 5.4. highlights the respondents’ views on with regards to the old quotation process.

Table 5.4: The old quotation process

Themes	Frequency of responses
Manual, paper-driven records kept	25
Inaccurate information passed onto the customer in respect of electrical network capacity	8
No information updates	7
Need dates can be manipulated	5
Project Manager accountable for process	5

Twenty five respondents cited the old system as a manual paper driven process. According to (Interviewee 15), the old system was unable to generate reports hence it was difficult to track project problems and monitor staff performance. According to interviewee 7 the “old manual system of quoting customers was better because a multi-skilled competent person had a book with all relevant quotation details and standard costing who would quote the customer and sign him up at one go”. Interviewees 20, 22, 23 and 24 believe that the need for change was more customer focused to minimize turnaround times in getting the quotation for infrastructure to the customer and hence the time to connect the customer to the electricity network.

The old process was “very dependent on customer advisors and they quoted on what they felt” (Interviewee 22). According to (Interviewee 2) the process was “cumbersome as you had to look through manual files and word of mouth (meaning an employees memory) in order to go back in time to find out where the project is” regarding the status of the project. According to Interviewee 20, the old system worked well if you had a thorough electrical background.

According to Interviewee 2, there was “no logging of customer application and the quote was written informally; no one knew about it”. Eight respondents were of the view that

inaccurate information was passed onto the customer with regards to network capacity, that is, customers were told that they could connect up to the electrical network even though there was no additional capacity to do so. This was due to the fact that the marketing element of the business did not correspond to the technical element hence this mismatch existed.

As the system was manual, there were no information updates in real time. Seven respondents agreed that this was a major flaw in the old system. The old system had no real target dates in terms of when projects should be completed. Five respondents indicated that the need dates of projects could be manipulated with the old system as it was a paper system. In terms of accountability in the old process, eight respondents indicated that the project manager was accountable for the process and “various stages of the project had to be signed off” (Interviewee 24).

5.4. THE PROCESS ADOPTED BEFORE, DURING AND AFTER THE CHANGE INTERVENTION

The findings in this section are in relation to objective 2 set out in the introductory section of this chapter. The findings from six pertinent questions are presented in this section namely, the leader of the change process, key role-player inputs, the use of external resources, the process of implementing the change before, during and after the intervention, communication regarding the change and evaluation of the change process.

5.4.1. Leaders of the change process

Table 5.5 gives the results of the findings regarding the pioneering of the change process.

Table 5.5: Leaders of the change process

Themes	Frequency of responses
Current Process Manager, forceful, not a people's person	12
Don't know who led the process – just happened	6
Previous Project Manager, wanted new system to capture all data to prevent customer applications being lost in the old system	3
Previous Process Manager, optimistic, wanted digital format	2
Current Project Engineering Manager, minimize customer quote process turnaround times	2

There were twelve respondents who indicated that the process started with the current process manager. The respondents' views of the leadership style of the current process manager were that of being a forceful individual who did not relate to people well. According to Interviewees 16, 17, 18 and 19, the current process manager "does not explain things properly and talks to himself." According to Interviewee 22, the current process manager "is old and needs to be more forceful".

However, six respondents said "don't know because there were so many problems and frustrations that were experienced during the change process hence lost track of who really led the change". Three respondents hesitantly think that it could have been the previous project manager who lead the change process and they described him as a "good initiator but unable to tie things up and he tried a bottom up approach with no structure doing things in bits, basically a one man show".

Two interviewees are of the view that the previous process manager was the leader of the change process. The interviewees' responses were that the individual was over enthusiastic and optimistic and wanted a digital system that operated smoothly. Other

conflicting views include two responses that the current project engineering manager is the leader of the change.

5.4.2. Key role-players' input in the change process

Table 5.6. gives the results of the findings regarding the key role player input in the change process.

Nineteen respondents stated that they were not exposed to formal training and no training manuals were provided to learn how to use the process tool-K2.

Four respondents concur that the previous process manager provided support in the trial installation of the new software. According to Interviewee 14, the previous process manager was responsible for the “installation of the software onto the PC’s”.

Table 5.6: Key role players' input in the change process

Themes	Frequency of responses
Current Process Manager, no provision of training manuals	19
Previous Process Manager, provided IT support	4
Current Project Engineering Manager, input on realistic quoting times	8
Previous Project Manager, inputs on time lines	6

Eight respondents are of the view that the current project engineering manager provided input on realistic times for the quoting process. The provision of input on optimizing of the schedules and time lines was cited by six respondents as inputs provided by the previous project manager. According to Interviewee 6, “sometimes not the right

stakeholders were engaged in the decision of K2. Rarely the right people are involved and inputs were not of good quality”.

5.4.3. Use of consultants in the change process

Table 5.7. gives the results of the findings regarding the use of external resources such as consultants in the change process.

Table 5.7: Use of consultants in the change process

Themes	Frequency of responses
Used local consultants to design the new (K2) system	8
Used foreign consultants to implement system	4
Used many consultants, many failures	4

Eight respondents were in agreement that the new change process made use of local consultants while four respondents were of the view that overseas consultants were utilized to implement the new change process.

According to Interviewees 16, 17, 18 and 19, “India consultants did the program which was purchased by the company”. A further complication was the language barrier and interpreters had to be employed to facilitate the process. According to Interviewee 22, “consultants designed the process”.

Four respondents were of the view that many consultants both local and foreign were used in the design phase of the new process and this led to many failures. According to Interviewee 7, there “were many failures and we never got the product” and never achieved the anticipated change. Consultants were paid large sums of money and their inputs were never utilized”.

According to Interviewee 24, external consultants were used in the process. The respondent reiterated that “The software developer was not a part of the project team”.

5.4.4. Process before the change intervention

Table 5.8. gives the results of the findings regarding the process before the change intervention.

Table 5.8: Process before the change intervention

Workshop to introduce change intervention	20
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Twenty respondents were in agreement that a single workshop was held to introduce the concept of the change intervention. Respondents’ views were that the new process (K2) was perceived at the time to be “a magic tool”. Users were not aware of the nature of accountability for the process and seemed to think that the process on the computer system was responsible to see projects through” (Interviewee 24).

5.4.5. Process during the change intervention

Table 5.9. gives the results of the findings regarding the process during the change intervention.

Twenty respondents were in agreement that a meeting was held to give the concept of the new process. According to Interviewee 23, “one meeting was held with all role-players and a mock demonstration was conducted to look at the work list of the K2 process; what’s changed and what was added”. According to 20 interviewees they are unable to give a clear picture of the process adopted since “everything just happened all at once” with “huge problems and frustrations”.

Table 5.9: Process during the change intervention

Themes	Frequency of responses
A meeting was held to give the concept of the new process	20
No clear distinction between what happen before during and after.	20
Role-players forced to comply with new process	15
No proper consultation with role-players	15
No pilot study done, mass roll-out	7
Custodian of the new process	8

Fifteen respondents share the view that role-players were forced to comply with the new process. According to Interviewee 22, “staff had to be manipulated and threatened with warnings to get them to get work out on time”.

Fifteen respondents agreed that there was no proper consultation with role-players. The sentiments expressed in the previous paragraph bears testimony to this claim.

The views expressed by seven respondents were that there was no pilot study done and a mass roll-out plan was implemented without testing the efficiency of the system. According to Interviewee 7, there was “no proper change management, we have got no theory hence practical implementation was a nightmare”.

5.4.6. Process after the change intervention

Table 5.10. gives the results of the findings regarding the process after the change intervention.

Table 5.10: Process after the change intervention

Themes	Frequency of responses
Resistance to accept new process	15
Many bugs on new system discovered	10
Loss of data after change-over, duplicate data	6
Interpretation of reports	8
No work breakdown structure in the new system	8

Fifteen respondents were of the view that role-players resisted acceptance of the new process. According to Interviewee 22, “people think they are better [than the system], and people had to move out of their comfort zones”.

The new system was plagued with problems. The systems run parallel to an older McPower system. According to Interviewees 16,17, 18 and 19, the new system was not reading GPS data. Other problems included duplication of customer applications: “one job. There was data loss from change-over to the new system. According to Interviewee 21, “on change over lots of information was lost....had to be retyped and reloaded onto the system”.

Another shortcoming of the process after the intervention was the “inability of staff to interpret reports. Major decisions are based on inaccurate interpretation of reports generated by the system” (Interviewee 21). Eight respondents share the views expressed by the interviewee. Furthermore, according to Interviewee 7, “the garbage in garbage out” became the norm as service agents were populating the system with incorrect data. Also incorrect information was passed through the value chain and there was no mechanism to pass the information back to the sender for correction.

Eight respondents are of the view that there is no work breakdown structure in the new system. According to Interviewee 21, “the drawback of K2 is that it does not reflect every activity of each job. It only gives the overall view”.

5.4.7. Communication throughout the change intervention

Table 5.11. gives the results of the findings regarding communication throughout the change intervention.

Table 5.11: Communication throughout the change intervention

Themes	Frequency of responses
Single demonstration held to communicate process	20
Training not good, Train the trainer	8
Emails and site visits	12

Twenty respondents expressed the view a single demonstration was held to communicate the process. According to Interviewee 23 “one meeting was held with all role-players and a mock demonstration was conducted to look at the work list of the K2 process; what’s changed and what was added”.

According to Interviewee 21, the training was not good. K2 controllers needed to be trained on how to use the system and then disseminate the information to the rest of the role-players. This was not done hence the remarks expressed by Interviewee 21, to “train the trainer”.

Twelve respondents are of the view that emails and site visits were mediums of communication throughout the process. According to Interviewee 2, communication was “by word of mouth and a few emails. Nothing significant that made sense as employees did not know what it was about”.

5.4.8. Monitoring and Evaluation of the change process

Table 5.12. gives the results of the findings regarding monitoring and evaluation of the change intervention.

Table 5.12: Monitoring and Evaluation of the change process

Themes	Frequency of responses
No monitoring or evaluation	15
Reports	8
Project status generated by the system	5
Area manger meetings on K2	4

Fifteen respondents indicated that there is no monitoring or evaluation of the change process. According to Interviewee 6, there “are no formal mechanisms” for monitoring or evaluation.

Eight respondents are of the view that the system generates reports. However the major problem was the “inability of staff to interpret reports. Reports are inaccurate and do not reflect the reality of what happens at each stage of a project. ” (Interviewee 21).

The system according to five respondents is able to generate project status reports. However as not all projects are uploaded timeously onto the system, this functionality is lost (Interviewee 21). According to Interviewee, “monthly meetings are held by area managers who discuss the K2 process at length”. The respondent indicated that there was no mechanism for improving the system.

5.5. RESISTANCE TO CHANGE

According to Interviewee 7, “in the past competent persons would do the costing and it is tailored to suit the customer. Now incompetent persons are reliant on a standardized system as expertise is lacking”.

The findings in this section are in relation to objective 3 as set out in the introductory section of this chapter. There are five elements of resistance to change that is discussed in this section.

5.5.1. Resistance to the new intervention

Table 5.13. gives the results of the findings regarding the resistance to the new the change intervention.

Table 5.13: Resistance to the new change intervention

Themes	Frequency of responses
No consultation	18
Resistance to new intervention	15
Process forced onto role-players	12
Quality of inputs into the process	10

Eighteen respondents are of the view that there was no consultation with role-players.

According to Interviewee 6, “people were anti-K2 because most people had a feeling that they were not consulted and [the process was] forced on them”.

Fifteen respondents indicated that role-players resisted acceptance of the new intervention, “people think they are better [than the system], and people had to move out of their comfort zones. People believe that K2 was intended to give them more work and for management to watch over them” (Interviewee 22). According to interviewee 1,

“there was a lot of resistance since staff did not want to change from a system that was working for them and not the company”. Interviewee 7 indicated that there was “plenty of resistance and there still is even after completion of the change intervention because users feel added workload on to their normal work”.

Twelve respondent’s share the view that role-players were forced to comply with the new process. According to (Interviewee 22), “staff had to be manipulated and threatened with warnings to get them to get work, out, on time”. According to Interviewee 7 “K2 just happened and forced into business”.

One of the impediments to the success of the process was the poor quality of inputs into the system. According to Interviewee 6, “sometimes not the right stakeholders were engaged in the decision of K2. Rarely the right people are involved and inputs were not of good quality”. According to Interviewee 7 “monitoring was done through reports generated from the system and

5.5.2 Understanding the new change intervention

Table 5.14. gives the results of the regarding role-players’ understanding of the new change intervention.

Table 5.14: Understanding the new change intervention

Themes	Frequency of responses
Lack of awareness campaigns	20
Need for acceptance of change effort	18
Repeated and informal training	15
Little or no understanding the change effort	8
Computer literacy levels	5

Eight respondents agreed that there is little or no understanding of the change effort. According to Interviewee 21, “after a while eventually people grasped bits and pieces-not everything”.

Eighteen respondents indicated that there is need for acceptance of the change effort. Stakeholder buy-in is important in having sustainable interest in the new process (Interviewee 6). Twenty respondents were of the view that information flow was ineffective

Repeated and informal training for the change intervention was lacking. This view was expressed by fifteen respondents. Five respondents indicated that the computer literacy levels of staff especially the older employees, is lacking. According to Interviewee 21, “non-technical and staff with poor education levels find it difficult to use computer based systems. The older employees had less experience working with computers and hence fear the unknown”.

5.5.3 Strategies used in dealing with the resistance to change

Table 5.15. gives the results of the regarding the strategies used in dealing with the resistance to change.

Table 5.15: Strategies used in dealing with the resistance to change

Themes	Frequency of responses
No feedback loop	23
No formal discussions	20
Forced change	15
Role-players threatened to cooperate	15

Fifteen respondents were of the view that the change was implemented using the top-down approach, that is, without consultation with all role-players.

Fifteen respondents indicated that role-players were forced to comply with the new process. According to Interviewee 22, “staff had to be manipulated and threatened with warnings to get them to get work out on time”.

Twenty respondents were of the view that there were no formal discussions held to discuss the phasing in of the change effort. According to Interviewee 21, staff involved in the effort was not being consulted.

There is no feedback loop to queries that have been raised at informal discussions and the single workshop that was mentioned earlier in this chapter. According to Interviewee 6, “without regular feedback, there can be no progress”.

5.5.4 Staffing and funding of the change effort

Table 5.16. gives the results of the regarding the staffing and funding of the change effort.

Table 5.16: Staffing and funding of the change effort

Themes	Frequency of responses
Change effort a “one man band”	20
No staffing for the change effort	18
No backup system in place	18
No succession planning	15
Lack of funding for the change effort	5

Twenty respondents are of the view that the change effort was a “one man band”, that is the process manager was the custodian of the process. There is no staffing for the change effort. This statement is supported by eighteen respondents. According to interviewee 1 there was “initially no funding for this change effort and the project manager who started this change effort as a side issue in addition to his normal workload and responsibilities (meaning his job description) used the maintenance budget of his department to initiate the change effort as he recognised the need for the change and it was only much later that top management took notice of his forward thinking and tried to force the change on employees in such a forceful and unstructured manner”.

Fifteen respondents have indicated that there is no succession planning. The current custodian is in his early 60’s and due to retire in the next four to five years.

There are no back-up systems in place should there be a system failure or the custodian left. Eighteen respondents have identified this lack of backup systems as one of the major business risk. (Interviewees 16, 17, 18 and 19).

5.5.5 Training before and after change intervention

Table 5.17 gives the results of the regarding the training before and after change intervention.

Table 5.17 : Training before and after change intervention

Themes	Frequency of responses
No formal training provided	20
No helpdesk	18
Word-of -mouth	14
Threats for poor performance due to system failure	12

There was no formal training provided. Twenty respondents indicated that a meeting was held to give the concept of the new process. According to Interviewee 23, “one meeting was held with all role-players and a mock demonstration was conducted to look at the work list of the K2 process”

Eighteen respondents were of the view that there was no formal support mechanism in place to handle queries from users. According to Interviewee 21, “staff must figure it out by themselves”.

According to Interviewee 2, , dissemination of information included “word of mouth”. Fourteen respondents are in agreement with this statement.

5.6. FACTORS THAT SUPPORTED AND THOSE THAT HINDERED THE CHANGE PROCESS

The findings in this section are in relation to objective 4 as set out in the introductory section of this chapter.

There are two pertinent issues that will be discussed in this section.

5.6.1 Factors that supported the change process

Table 5.18. gives the results of the regarding the factors that supported the change intervention.

Table 5.18: Factors that supported the change process

Themes	Frequency of responses
No alternative-(told to use the system)	15
System designed for managers	12
Commitment from project coordinators	8

According to twelve respondents, the system was designed for managers. Interviewee 8, is of the view that “mainly managers can see what’s in the in-box.”

Eight respondents were of the view that commitment from project coordinators, did assist in driving the projects. However, with each project co-coordinator currently allocated 25 projects, the commitment per project is lacking. According to Interviewee 14, “good communication and commitment from myself” has facilitated the process.

Fifteen respondent’s share the view that role-players were forced to comply with the new process. According to Interviewee 22, “staff had to be manipulated and threatened with warnings to get them to get work out on time”.

5.6.2 Factors that hindered the change process

Table 5.19 gives the results of the regarding the factors that hindered the change intervention.

Table 5.19: Factors that hindered the change process

Themes	Frequency of responses
Leadership style	12
High staff turnover	10
Statistical targets met at expense of quality	8
Limited computer-literate older staff	5
Top management unable to reach consensus	5
Business changed from a centralised management system to a decentralised management system	1

Ten respondents indicated that high staff turnover hindered the change process. According to Interviewee 13, “staff turnover was very high. You train and people leave.

Always have new staffs that need to be trained ...disadvantage". Leadership style was discussed earlier and was cited again by twelve respondents as a hindrance to the new change process. According to Interviewee 10, the K2 system was "forced without proper consultation...nasty tactic".

Eight respondents were of the view that targets were met but quality was compromised. According to Interviewee 8, "people passing on statistics that look good. Quality is compromised as all information is not sorted out".

Five respondents indicated that the computer literacy levels of staff especially the older employees, is lacking. According to Interviewee 21, "non-technical and staff with poor education levels find it difficult to use computer based systems. The older employees had less experience working with computers and hence fear the unknown".

According to interviewee 5 and 7 amongst others "top management recognised the need too late for a workflow system to be introduced into the business in response to meeting customer demands. The business has an excellent SAP system. There was even an older system called Coral view that the business was using. Amongst management there was a lot of argument over whether to use SAP or introduce K2. There was a pull between commercial management and engineering management with respect to using SAP versus K2. Management were unable to reach consensus and in the end K2 was chosen and poorly introduced. Now the business has expensive different systems that are not integrated. Consultants were paid and their inputs were never used".

According to interviewee 7 the "business changed from a centralised management system to a decentralised management system and this negatively impacted on the success of the change process".

5.7. EFFECTIVENESS OF CHANGE IN RELATION TO THE ORGANISATION'S OWN OBJECTIVES

The findings in this section are in relation to objective 5 as set out in the introductory section of this chapter. There are three pertinent issues that will be discussed in this section. Some interviewees (n=5) expressed the view that there was no system integration from the old system to the new system. According to Interviewee 5, the functionality of the old system “was better than K2”.

While some interviewees expressed a pessimistic view of the nature of the change intervention, by stating that it was a “disaster”, others were more positive. For instance, Interviewee 22, was of the view that the new intervention “improved service delivery and brought about discipline”.

5.7.1 Organisational goals and change intervention relationship

Table 5.20. gives the results of the findings regarding the organisational goals and change intervention relationship.

The main goal of the organisation is also entrenched in its vision of customer satisfaction. Seventeen respondents agree that customer satisfaction needs to improve through more effective use of the K2 workflow tool.

Table 5.20: Organisational goals and change intervention relationship

Themes	Frequency of responses
Improve customer satisfaction	17
System supported remote management	12
Increase investment by increasing market position	5

Management is supportive of the current process as it absolves them from blame. According to Interviewee 24, there is “no accountability” as the “system is responsible”. This line of thinking is shared by twelve respondents.

Five respondents are in agreement that an increase in customer investment will increase the market position of the organisation. According to Interviewee 6, “with customers that are satisfied, they will continue to invest which in turns increases the profitability of our organisation”.

5.7.2 Specific objectives of the change intervention

Table 5.21. gives the results of the findings regarding the specific objectives of the change intervention

Table 5.21: Specific objectives of the change intervention

Themes	Frequency of responses
Reports to the National Energy Regulator	9
Keeping an audit trail	8
Ability to track projects and check on status	6

Nine respondents were of the view that the objective of the change intervention was to facilitate reporting to the National Energy Regulator (NER). According to (Interviewee 6, 2006), it is imperative to have “readily available reports to give to the NER”.

There were six respondents who indicated that the ability to track projects and check on the status, is an important objective of the change intervention.

Eight respondents shared the view that having a digital based system with tracking, does provide the advantage of capturing reports for audit purposes. According to “Interviewee

6, “you have a history on how long it takes to complete a certain activity which helps in the way in which we do things in the future”.

5.7.2 Extent of success from implementation of the change intervention

Table 5.22. gives the results of the findings regarding the extent of success from implementation of the change intervention.

Table 5.22: Extent of success from implementation of the change intervention

Themes	Frequency of responses
Change of leadership of the process	22
Intended value-added effort	20
Passing on poor work from one stage to another to stop	13

Twenty-two respondents indicated that the leadership of the process influenced the level of success of the change intervention and the leadership needs to change to make the process more “user-friendly”.

According to twenty respondents, the K2 change intervention was intended to be a value-added effort. Thirteen respondents supported the view that passing on poor work from one stage of the chain to another in an effort to get the tasks completed in the system, need to stop. As quality of the work is not checked, this practice becomes easy.

5.8. EXTENT OF CHANGE IN RELATION TO THE CURRENT MANAGEMENT MODELS

The findings in this section are in relation to objective 6 as set out in the introductory section of this chapter.

The findings are presented in Table 5.23..

Table 5.23 : Extent of success from implementation of the change intervention

Themes	Frequency of responses
Did not use change management model	6

All (6) respondents indicated that no change management model was used for the change intervention. According to these interviewees “a change agent was required for the intervention”. Another view expressed that “softer peoples issues were overlooked since technical people were only involved with bringing in the change”.

The objectives of the research were met through thematic content analysis as has been discussed in the previous chapter on methodology. The discussion of the findings is presented in the next chapter.

CHAPTER 6:

DISCUSSION

6.1. INTRODUCTION

The previous chapter focused on the research findings. This chapter focuses on the discussions of the findings. The discussion is structured in relation to the objectives of this research. However, certain themes have been combined to directly relate the findings to the literature and the unique sequence and context of the change intervention being evaluated in this study.

6.2. NATURE OF THE CHANGE INTERVENTION

According to Donnelly *et al* (1995:489) techniques to change technology include application of new ways to transform resources into the product or service, such as new technology, (e.g., robots) but this concept also includes new techniques, with or without new machines, for example the work improvement methods of scientific management. Kotter's integrative model of organisational dynamics defines technology as methods and techniques while Nadler and Tushman's congruency model views technology as one of the inputs that fall under the category "resources" that has to undergo a transformational process to produce an organisational output (Hayes, 2002:82). All respondents in this study indicated that paper systems were replaced by a digital system hence this intervention can be classified as a technological change since new equipment namely computers and software were introduced for automation.

According to Donnelly *et al* (1995:489) the planned outcomes of a technological change program are improved outputs, process time, quality and costs. The findings have indicated that one of the organisations objectives for the change intervention was to decrease the time it takes to connect a customer from the point at which they apply for electricity to the time they are actually connected to the supply. This further demonstrates

that this was a technological change that was introduced since it was intended to improve process time which is in line with the above mentioned literature.

According to Donnelly *et al* (1995:489) structural change in the context of organisational change refers to managerial action that attempts to improve performance by altering the formal structure of task and authority relationships. Techniques to change structure include changes in the nature of the jobs, job enlargement (involves making the job larger by increasing the number of tasks to perform), changes in line-staff relationships and changes in sociotechnical systems (Donnelly *et al* 1995:489). The findings show that there was a structural change by the introduction of a workflow system which entailed changes in sociotechnical systems where all activities or tasks related to a project was divided and given to the relevant stakeholders via a computer system and once they had completed their task they would then pass on their work to the next person electronically.

Job enlargement (involves making the job larger by increasing the number of tasks to perform) resulted during the change to a digital system since each person now has to ensure that all activities related to a project had to be fed into the system which was not required prior to this change intervention thereby illustrating that this intervention was also structural in nature since management wanted to improve performance by altering the formal structure of task (Interviewee 7). The paradoxical paradigm in this study was that the objective of the change intervention was to improve the turn around time for customer quotations but by introducing job enlargement as a variable in the change intervention resulted in a contradiction of this objective.

However Donnelly *et al* (1995: 490), emphasize that the classification of organisational change techniques in no way implies a distinct division among the three types but rather the interrelationships of structure, people and technology must be acknowledged and anticipated since the majority of literature on organisational change indicates the relative weakness of efforts to change only structure, only people or technology. Kotters integrative model of organisational dynamics highlights the importance of integrating structure, people and technology with key organisational processes while Nadler and

Tushman's congruency model stress the alignment of the needs, demands, goals and objectives of one component of an organisation to be consistent with the needs, demands, goals and objectives of any other component hence any change in technology and structure must be consistent with the people in the organisation (Hayes, 2002:82). The Burke-Litwin causal model reflects causal relationships and the relative impact of elements on each other. However the importance of people in the triad of interrelationships with structure and technology was underestimated in the change effort implemented in this organisation.

6.3. THE PROCESS ADOPTED BEFORE, DURING AND AFTER THE CHANGE INTERVENTION

It is evident from the findings that there is no clear differentiation between the events that occurred before during and after the change intervention. However this study has attempted to keep these separate since most literature on change management highlight critical steps or stages in the change process that should be dealt with before during and after any change intervention to facilitate its success(Kotter, 1995: 61; Donnelly *et al*, 1995: 490). It must also be noted from the findings that there were no guidelines from top management or even the elusive leader of the change as to how the change was expected to unfold in terms of how long it would take, costs involved, the magnitude and scope of the change, the pace or speed in terms of whether it would be in accordance to the incremental model of change approach, the punctuated equilibrium model of organisational transformation or the continuous transformation model of change (Burnes, 2000:254; Romanelli and Tushman, 1994:1141; Brown and Eisenhardt,1997:29).

According to the findings, a single workshop was held to introduce the concept of the change intervention. There were no further consultations with role-players before the workflow system was introduced to the business. According to Kotter's Eight Step Model, it is important that a climate for change be created. This involves creating a sense of urgency, building the guiding team and getting the right vision (Kotter 1995:61). According to Kotter (1995:61), increasing a sense of urgency prior to a change involves

scanning the market and competitive realities as well as identifying and discussing crises and potential crises or major opportunities. The organisation in this research seems to have identified external factors from their market and competitive realities, by identifying the need for expediting turnaround times in customer quotations. However, there were no dynamic teams created to facilitate the process effectively. In addition, there was no vision and strategy established to help direct the change effort and no clear leader responsible for driving the change (Kotter 1995:61).

According to Donnelly *et al* (1995: 490), there is no magic formula to diagnose the problem but the objectives of the initial phase in the change process can be met by answering three questions, namely:

1. What is the problem, as distinct from the symptoms of the problem?
2. What must be changed to resolve the problem?
3. What outcomes (objectives) are expected from the change, and how will such objectives be measured?

The answers to these questions can come from various sources of information such as financial statements, reports, attitude surveys, the creation of task forces or committees, meetings between managers and employees. The findings indicate that all the objectives and outcomes for the change were not clearly articulated and communicated before the change intervention was implemented as is required (Donnelly *et al*, 1995: 490).

Kotter (1995:61) advocates “engaging and enabling the whole organisation” through communicating for buy-in, empowering action and creating short term wins during the process of change. This was seriously lacking during the process of change in this organisation. The findings show that the process during the intervention was basically implementation of the change without any proper planning or direction.

According to Donnelly *et al* (1995: 490), in step 5 of the diagnostic model, the implementation of a proposed change has two dimensions namely timing and scope. Timing is “the selection of the appropriate time to initiate the change” whilst scope is “the selection of the appropriate scale of the change” (Donnelly *et al*, 1995: 490). It

seems that these two crucial elements were ignored during the implementation stage since the findings strongly indicate that the timing of the change intervention was poor since staff were not trained and there was a lack of acceptance of the change as expressed by the different interviewees at the point in which this change intervention was implemented. Staff was just expected to “magically by the click of a finger now start using a new computer system which has so many problems” (Interviewee 25). The process during the change was not smooth and this was reflected by the views expressed by respondents who said that “there was no pilot study done and a mass roll-out plan was implemented without testing the efficiency of the system”. According to (Interviewee 7), there was “no proper change management, we have got no theory hence practical implementation was a nightmare”.

Greiner (1995:135) cited in Donnelly *et al* (1995:506) identified three approaches (unilateral, shared authority or delegated authority) along a continuum to determine the relationship of various change strategies to the relative success of the change itself. A unilateral approach is when top management makes the decision, describes the change and the corresponding responsibilities of the sub-ordinates in implementing it. The shared approach involved lower –level groups in the process of either defining the problem and alternative solutions or defining solutions only after higher-level management has defined the problem while the delegated approach relinquish complete authority to sub-ordinate groups. According to the findings fifteen respondents were of the view that the change was implemented using the top down approach without consultation with all role-players. From the continuum of change, it is evident that this type of change intervention is unilateral. (Greiner 1995:135 cited in Donnelly *et al* 1995:506). This was one of the reasons for resistance to the change effort which is discussed in the next section.

According to Kotter (1995:61), the team leading the change must have enough power to lead the change. However, in this instance it was a single individual who led the change. The results also suggest that there wasn’t clarity as to who the actual change leader was

and this once again demonstrates a lack of vision and strategy for the change effort (Kotter 1995:61)

According to Anderson and Anderson (2001:182), managers focus internally (down and in) whereas leaders focus outside the boundaries (up and out) of the organisation. While managers plan for the short term, leaders have long-term strategic focus. Leaders create strategic direction, set priorities and satisfy customers. Leaders give more attention than managers to motivating and inspiring people (Anderson and Anderson, 2001:182). During the interview, twelve respondents viewed leadership style of the current process manager as being a forceful individual who did not relate to people well. According to Interviewees 16, 17, 18 and 19, the current process manager “does not explain things properly and talks to himself.” These statements reveal that there was some rudimentary management but leadership of this change intervention as conceptualised by (Anderson and Anderson, 2001:182), was non existent.

According to step 5 of Donnelly *et al* (1995: 490), the process followed after the implementation of the change intervention should include an evaluation to establish the costs and benefits of the change effort. In addition, there is a feedback system in this model to determine if the selection of technique and strategy employed in the change effort was appropriate. The findings in this study indicate that there was no monitoring and evaluation of the change process on terms of the costs and benefits. The initiator of the change effort made use of the maintenance budget of his department instead of a separate budget specific to this intervention hence the actual costs and benefits would be challenging to attain.

The process adopted before, during and after the change intervention was not clearly distinguished and this was partly due to the high degree of resistance which will be covered in the next section.

6.4. RESISTANCE TO CHANGE

According to Smit and Cronje (1997:264), change when viewed from the individual perspective, is a process which has four distinct steps namely denial, resistance, exploration and commitment. During the denial phase people act as though the change will not affect them personally. Once people realise that change is taking place then they often resist due to the associated uncertainty involved. From the findings project role-players resisted acceptance of the new intervention as it meant that they would have to move out of their comfort zones. The resistance to change as outlined by the different interviewees indicates that they were not given sufficient time before and perhaps during the change intervention to work through the denial and resistance steps towards the exploration and commitment stage.

Kotter and Schlesinger, (1979:94) have offered many reasons for such resistance; the most dominant reasons are threatened self interest, misunderstanding and lack of trust, different assessments and perceptions and low tolerance for change. From the findings, employees of this organisation appear to work in a hostile environment, where threats and manipulation were used to get work done on time. This type of work environment is certainly not conducive to promoting teamwork, collective thinking and effective communication (Anderson and Anderson, 2001:182). The findings show that some of the factors that contributed to the resistance of staff were, the lack of awareness campaigns, little acceptance of the change effort, little or no understanding of the change effort due to the lack of repeated formal and informal training, poor computer literacy skills and education levels among staff, staff perceiving the change effort as just adding to their current workload, staff believing that the change was initiated so that management could constantly watch over their activities, and lack of consultation amongst others.

Misunderstanding and lack of trust occurs when people don't understand the purpose for the proposed change and resist the change. This situation happens when there is lack of trust between the parties involved. Managers mistrusting employees and fearing power loss often oppose efforts to involve employees in work decisions (Saporito, 1986:112).

The use of manipulation to get people to accept the change has created mistrust among all parties involved in this study. According to Kotter and Schlesinger (1979:111), manipulation and co-optation “can lead to future problems if people feel manipulated”. Some people have a low tolerance for change because they fear that they will not be able to develop the new skills needed to perform well, even though they recognize the need for change. They are emotionally unable to make the change (Smit and Cronje, 1997:266). This could have been one of the contributing factors from the older employees who resisted the change due to their lack of computer literacy skills which was fundamental to this particular change effort.

Communication is not effective if the change intervention efforts were discussed in only one meeting. Lewin (1958:197) in his three step model of change namely freezing, moving and refreezing stresses that the unfreezing stage involves “getting people to accept that change is inevitable and to stop doing certain things that resist change”. The importance of communication in the change process has been emphasized by Kurt Lewin to the effect that resistance to change reduced through good communications as well as employee involvement in the change process.

It has been demonstrated that without the necessary training the change is not complete. Role-players will be stuck at the exploration step as has been explained by Smit and Cronje (1997:264) in the aforementioned discussions. A unilateral approach is when top management makes the decision, describes the change and the corresponding responsibilities of the sub-ordinates in implementing it (Greiner 1995:135 cited in Donnelly *et al* 1995:506). The Burke-Litwin model also stresses the value of managers providing a lead and behaving in ways that clarify the new strategy in order to encourage others to act in ways that will support it. This was certainly one of the major reasons why staff resisted the change effort (Donnelly *et al*, 1995:508).

The findings indicated that the only method that was used to overcome resistance during this change intervention was manipulation and co-optation which has the advantage of being a relatively quick and inexpensive solution to resistance problems. However, this

method resulted in employees feeling manipulated and frustrated. The other methods according to the literature include education and communication, participation and involvement, facilitation and support, negotiation and agreement all of which did not occur during this change effort. The next section highlights the factors that supported the change intervention as well as those that hindered it.

6.5. FACTORS THAT SUPPORTED AND THOSE THAT HINDERED THE CHANGE PROCESS

In order to implement change, it is necessary to increase driving forces, to decrease restraining forces, or do both. Although manager's think of increasing driving forces, this according to Hellriegel, Slocum and Woodman (1998:589), is likely to produce a balancing increase in resistant forces. Lewin believes that managers can bring about a successful change if they work to reduce restraining forces. The benefits of using force field analysis to understand the process of change is that it makes managers and employees analyze their current situation as well as determine those factors that can be changed and those that cannot. Force field analysis can help managers and employees diagnose and overcome resistance to change since such resistance can be reduced through good communications as well as employee involvement in the change process.

The main driving factor that supported the change intervention was that the organisation correctly identified from its external environment the importance of decreasing the time it takes for a customer to be connected from the time they apply for electricity to the actual time they are supplied to improve their market position. Another factor that facilitated the change process was the need to undertake the move from a paper system to a digital one in order to remain competitive. From the findings, eight respondents were of the view that commitment from project coordinators did assist in driving the projects. However, with each project co-coordinator currently allocated 25 projects, the commitment per project is lacking.

The restraining forces according to the findings for this change effort include the resistance of staff due to lack of awareness campaigns, poor leadership, inadequate communication amongst all the stakeholders, inappropriate method employed to overcome the resistance, little acceptance of the change effort, little or no understanding of the change effort due to the lack of repeated formal and informal training, poor computer literacy skills and education levels among staff, staff perceiving the change effort as just adding to their current workload, staff believing that the change was initiated so that management could constantly watch over their activities, and lack of consultation amongst others. Leadership style was discussed earlier and was cited again by twelve respondents as a hindrance to the new change process.

6.6. EFFECTIVENESS OF CHANGE IN RELATION TO THE ORGANISATION'S OWN OBJECTIVES

The organisation had specific aims when embarking on this change intervention namely introducing a computer based workflow system; improving customer services; tracking the progress of projects real-time; integrating all value-chains within their core business; providing management with a tool to identify bottlenecks from the start to finish of a project; generate monthly reports and improve employee performance.

According to Donnelly *et al* (1995: 490), an organisation must ask the following question; “What outcomes (objectives) are expected from the change, and how will such objectives be measured”? The findings indicate that this vitally important question was overlooked. In addition there was no mechanisms put in place to monitor and evaluate the costs and benefits of this change effort in relation to the organisations own objectives. Respondents felt that none of these have been achieved to date in terms of adding value for achieving the broad organisational goals as well as the specific goals for this change effort to the company.

6.7. APPLICATION OF CHANGE MANAGEMENT BEST PRACTICE

PRINCIPLES

The managers in the study emphasised that there were no change models used to inform of the change effort. However, the findings did indicate that there was one aspect that illustrated application of one of the best practice principles of any change management effort. This occurred when the organisation embarked on the change intervention in response to their external environment, where they identified the need to change based on satisfying customer expectations of receiving expedited quotations.

There was no evidence from the findings of any planning done before, during and after the change effort in terms of establishing a vision for the change effort, a time frame in terms what the short term, medium term and long term goals for the change effort are and an estimated guideline about how long it will take for the change effort to achieve its objectives from initiation through to implementation and evaluation. There was certainly no means to measure the change effort against the stated objectives. This was a critical factor of the change process which was ignored hence there was no way the organisation could monitor and evaluate the change intervention in terms of its costs and benefits according to the findings.

The organisation did not determine the scope and magnitude of the change effort prior to implementation. The pace and speed of the change intervention with respect to whether the approach to be adopted for the change will be transformational, incremental or continuous was not considered. There was no clear leadership therefore both the broad organisational objectives as well as the specific objectives were not realised. There were no teams with authority and a real commitment to encouraging others to support the change drive established. All change models stress the importance of having a proper communication strategy is in place before, during and after a change effort irrespective of the size of the change as this is key to overcoming resistance to any change effort but the findings indicate that there was no communication strategy established for the change intervention.

All the models highlight the main types of change that organisations embark on as technology, structure and people but they emphasise that these are interdependent. It seems that this organisation due to the lack of any conscious attempt to apply change management best practice principles were unable to correctly identify the appropriate technique to use to deal with the technological and structural change that they were trying to implement since they completely ignored the pivotal role of the people hence empowerment through training was not carried out to support this change effort. Finally it is crucial to make sure that there is alignment so that the needs, demands, goals and objectives of any one component of the organisation are consistent with the needs, demands, goals and objectives of any other component but there seems to be no evidence from the findings that any integration was considered for this particular change effort.

6.8. CONCLUSION

About 70 to 75 percent of organisational change efforts fail to meet the expectations of key stakeholders (Mourier and Smith, 2001:19). The main reasons cited in literature are that steps in the change process have been skipped thereby creating an illusion of speed at the expense of producing an acceptable result (Kotter, 1995:59). From the discussion that was derived from the findings, it is evident that the organisation has not achieved success in its change intervention. This could be attributed to the fact that no change management models or principles were applied before during and after the change intervention.

It must be noted that not all models are a panacea for success as has been discussed in the previous section. The more robust models such as Diagnostic model, the Kotter's integrative and eight step models, the Nadler and Tushman and the Burke-Litwin models encompass a holistic view of the organisation in context of its environment, people and processes. Donnelly *et al* (1995: 490), emphasise that the organisational change

techniques are not distinct divisions but rather the interrelationships of structure, people and technology. The conclusion to this study is given in the next chapter.

CHAPTER 7:

CONCLUSION

This chapter is structured in terms of the objectives of the study.

7.1. NATURE OF THE CHANGE INTERVENTION

It was noted by Donnelly *et al* (1995:489), that organisations have undergone behavioural, structural and technological change. From the findings, it was shown that the organisation had undergone technological and structural changes. In this organisation, the importance of people in the triad of interrelationships with structure and technology was underestimated in the change effort and more importantly leadership was lacking.

There was no clear vision of the change intervention and no effective communication about the change as has been advocated by Kotter, (1995:121) and Anderson and Anderson, (2001:191). Role-players were not empowered by being sufficiently computer literate.

7.2. THE PROCESS ADOPTED BEFORE, DURING AND AFTER THE CHANGE INTERVENTION

There was no clear distinction between the different phases of the process. From the findings it was noted that there were no management models used in the change intervention. Furthermore, there was loss of data when the change-over occurred from the old to the new process. This is indicative of having no step-by-step change process as advocated by the experts (Kotter, 1995:61).

7.3. RESISTANCE TO CHANGE

The main reasons given for resistance to change are: threatened self-interest; misunderstanding and lack of trust; different assessments and perceptions and low tolerance for change. (Kotter and Schlesinger 1979 :111; Saporito 1986:137; Smit and Cronje, 1997:265). From the findings it was noted that role-players had to move out of their comfort zone. Some were threatened to comply with the new change effort. From the findings, it was noted that the computer literacy levels of staff especially the older employees, is lacking. According to Kurt Lewen (1999:589), communication and role-player participation are the key to reducing resistance to change and these were absent in the current study.

7.4. FACTORS THAT SUPPORTED AND THOSE THAT HINDERED THE CHANGE PROCESS

According to Hellriegel, Slocum and Woodman (1998:589), successful change intervention is achievable through a force field balance, namely, by increasing the driving force and reducing the restraining force. An increase in driving force will lead to an increase in the restraining force (Hellriegel, Slocum and Woodman ,1998:589). Hence it is counter-productive to look at one aspect and ignore the other aspect of the force-field.

Force field analysis can help managers and employees diagnose and overcome resistance to change since such resistance can be reduced through good communications as well as employee involvement in the change process.

The factors that supported the change process included the ability of the organisation to correctly identify from its external environment the importance of reducing the lead-time to connect up customers. Furthermore, the organisation's move from paper system to a digital one was in order to remain competitive and a factor that supported the change effort.

The forces that hindered the change effort were: resistance of staff due to lack of communication, poor leadership and lack of computer skills. From the findings, it was shown that an autocratic leadership style prevailed which hindered the change intervention process.

7.5. EFFECTIVENESS OF CHANGE IN RELATION TO THE ORGANISATION'S OWN OBJECTIVES

There were no models or any best practice principles used in the change management intervention hence the organisation's own objectives for the change intervention was not met. From the findings, all interviewees indicated that the objectives for the change intervention were not met in terms of the objectives for the change intervention.

7.6. APPLICATION OF THE CHANGE MANAGEMENT BEST PRACTICE PRINCIPLES

There was no clear leadership therefore both the broad organisational objectives as well as the specific objectives were not realised as there was no clear vision for the change effort communicated to all the stakeholders. There were no teams with authority and a real commitment to encouraging others to support the change drive established. All change models stress the importance of having a proper communication strategy in place before, during and after a change effort irrespective of the size of the change as this is key to overcoming resistance to any change effort but the findings indicate that only one meeting was used to communicate the change intervention. Repeated formal and informal training was not done to assist people to understand what the change was all about and for them to overcome their resistance to change.

All the models highlight the main types of change that organisations embark on as technology, structure and people but they emphasise that these are interdependent. It seems that this organisation due to the lack of any conscious attempt to apply change management best practice principles were unable to correctly identify the appropriate

technique to use to deal with the technological and structural change that they were trying to implement since they completely ignored the pivotal role of the people hence empowerment through training was not carried out to support this change effort. Finally it is crucial to make sure that there is alignment so that the needs, demands, goals and objectives of any one component of the organisation are consistent with the needs, demands, goals and objectives of any other component but there seems to be no evidence from the findings that any integration was considered for this particular change effort.

According to Donnelly *et al* (1995: 490), an organisation must ask the following question; “What outcomes (objectives) are expected from the change, and how will such objectives be measured”? The findings indicate that this vitally important question was overlooked. In addition there was no mechanisms put in place to monitor and evaluate the costs and benefits of this change effort in relation to the organisations own objectives. Respondents felt that none of these have been achieved to date in terms of adding value for achieving the broad organisational goals as well as the specific goals for this change effort to the company.

All interviewees indicated that no change management model was used for the implementation of the change intervention. Furthermore, the findings indicate that none of the best practice principles relating to change management were consciously applied.

CHAPTER 8:

RECOMMENDATIONS

The previous chapter provided the conclusion to this study. This chapter provides the recommendations and is structured in terms of the objectives of this study. It includes an action plan for the organisation on which this study is based.

8.1. NATURE OF THE CHANGE INTERVENTION

It was demonstrated in the discussion that the organisation had undergone both technological and structural change interventions (Donnelly *et al* (1995:489). From the findings, it was shown that the organisation was using two separate computer systems, which resulted in repetition in capturing data or loss of data.

It is recommended that senior management reach consensus on whether to have the SAP system running or the K2 system to support the change intervention in facilitating the turnaround time in providing customers with quotations for the supply of electricity. This is imperative since having both systems is costly. Furthermore, it has resulted in recapturing data and created more work (job enlargement) for employees as the systems are not integrated.

According to Anderson and Anderson (2001:174), “there is no cookbook for transformation”. While this holds true, some change models can be applied in a systematic way to “hardwire change” in the organisation (LaMarsh, 1995:1). For instance, the Burke-Litwin causal model reflects causal relationships and the relative impact of elements on each other. The human resource element was underestimated in the change effort implemented in this organisation. Donnelly *et al* (1995: 490), emphasize through use of the Diagnostic Model that the organisational change techniques are not distinct divisions but rather the interrelationships of structure, people and technology.

It is recommended that the leader of the change intervention, through use of change management models as aforementioned, obtain the collaboration of all role-players by communicating the change to them. The leader should create a sense of urgency to create a climate of change and place competent individuals in cross-functional teams to create the motivation for the change effort and harness the synergy derived from teamwork.

From the discussions, communication and leadership are key to successful change. This includes creation of a clear vision for the change effort (Kotter, 1995:61). It is recommended the organisation create a bold vision that is simple. For example, “to meet or exceed customer expectations by providing timeous quotations”. This vision can be communicated on bill-boards, the organisation’s intranet, on all company correspondence and mailshots to create awareness. All role-players must work towards this common vision (Kotter, 1995:121; Anderson and Anderson, 2001:191).

Role-players need to be empowered to carry out the vision effectively. From the findings and discussions, it was noted that role-players needed to be computer literate to be part of the team. It is recommended that training be provided to empower role-players in order to align with the vision of the organisation (Kotter, 1995:121; Anderson and Anderson, 2001:193).

8.2. THE PROCESS ADOPTED BEFORE, DURING AND AFTER THE CHANGE INTERVENTION

The process before the change intervention included manual record keeping as was cited in the findings. Although the process was tedious, it worked but was not efficient. It is recommended that the process be revisited to provide continuity in the change intervention rather than “re-inventing the wheel”. This can be achieved by incorporating some of the advantages of the old system, customer relationship management which was pivotal in the old ways of doing things.

The process during the change intervention did not follow any change management process or models. From the findings it was noted that there was “no proper change management, we have got no theory hence practical implementation was a nightmare”. Furthermore there no pilot study done and a mass roll-out plan were implemented without testing the efficiency of the system. It is recommended that the change effort be incremental rather than transformational (Kirkpatrick, 2001:30). The change effort should be tested through pilot studies in an area rather than having rolled out the change in the entire region.

The process followed after the change was not structured in any form. There was data loss from changeover to the new system. Another shortcoming of the process after the intervention was the inability of staff to interpret reports. It follows from the previous section that change models was needed to structure the change effort. It is recommended that the models mentioned in the previous section be utilised in the change effort. It is further recommended that training is provided for role-players for alignment of the vision mentioned in the previous section.

The problem with the change effort was that it was a unilateral approach by an individual rather than a team effort as advocated by Kotter (1995:61). From the findings, the leadership style of the current process manager was described as a forceful individual who did not relate to people well. This is one of the impediments to the change efforts that will be highlighted in the next section.

8.3. RESISTANCE TO CHANGE

It was discussed in the previous chapter that there are a number of reasons why people resist change. The most common reasons are threatened self-interest; misunderstanding and lack of trust; different assessments and perceptions and low tolerance for change. (Kotter and Schlesinger 1979:111, Saporito 1986:137, Smit and Cronje, 1997:265). It was noted that role-players had to move out of their comfort zone. Some were threatened to comply with the new change effort. It is recommended that this organisation use both

education and communication and participation and involvement to overcome the resistance to the change effort instead of manipulation and co-optation which was used. Participation and involvement is critical to overcoming resistance in this particular change effort so that people become committed to implementing the change and contributing relevant information which could be used in the change plan. This is also needed so that all the benefits of the old system as mentioned by some interviewee would be included in the new system thereby preventing duplication or as some have put it “reinventing the wheel”

It is recommended that in order to implement change, it is necessary to increase driving forces, to decrease restraining forces, or do both. (Hellriegel *et al* , 1998:589) Managers can bring about a successful change if they work to reduce restraining forces by communicating with role-players and informing them of the vision and the behaviour needed to align with the vision (Kotter, 1995:61).

From the findings, it was noted that the computer literacy levels of staff especially the older employees, is lacking. It is recommended that valued-added training be given to role-players such as the use of computer-based programs. Furthermore, a thorough needs analysis should be done to determine the extent of the training required.

The change process was communicated through a single meeting. This is not an effective communication drive if only one meeting was held to date. It is recommended that the change process be communicated effectively through the intranet, billboards and other media as mentioned in section 8.1. (Kotter, 1995:61). Furthermore, opportunity should have been given to role-players to familiarize themselves with the new system so that the problems would have been addressed at the meetings. Kurt Lewin, (1999:589) has demonstrated that communication and role-player participation was the key to reducing resistance to change.

The software programs for the new process were purchased with software support from India and the language barrier hampered the change process. It is recommended that

there should be stringent service level contracts be drawn up with external resources such as consultants to prevent the above-mentioned problems from recurring. External consultants should be screened properly prior to engaging their services.

In addition management should identify employees from the IT department within the organization to work with those employees whose jobs are affected directly and indirectly by the new workflow system and rewrite the software program. It does not make sense that the concept and design steps are done by the organization but the software programming is outsourced since nobody knows the organization and how it functions better than the employees themselves. This would certainly assist in improving integration amongst the different value chains of this organisation which was one of the objectives for the change intervention.

8.4. FACTORS THAT SUPPORTED AND THOSE THAT HINDERED THE CHANGE PROCESS

Successful change intervention is achievable through a force field balance, namely, by increasing the driving force and reducing the restraining force (Hellriegel, Slocum and Woodman, 1998:589). It is recommended that managers must reduce the resistance to change through good communication and involving the role-players in the change process.

From the findings, it was evident that there was a lack of communication due to the leadership style. Furthermore, older employees were not in support of computer-based workflow systems as some had little or no computer skills. It is recommended that, based on a needs analysis, employees must undergo computer literacy training.

8.5. EFFECTIVENESS OF CHANGE IN RELATION TO THE ORGANISATIONS OWN OBJECTIVES

The change intervention had no vision and strategy and did not make use of any of the best practice principles from any of the change management models hence the organisation's own objectives for the change intervention were not met. From the findings, all interviewees indicated that the objectives for the change intervention were not met in terms of the organisations objectives for the change intervention.

It is recommended that the leader of the change intervention, through use of change management models as aforementioned, obtain the collaboration of all role-players by communicating the change to them. The leader should place competent individuals in cross-functional teams to create the motivation for the change effort and harness the synergy derived from teamwork. It is further recommended that the role of the change leader must be clearly defined. The role of the change leader should be to change strategy to integrate people, processes and content needs, which includes changing mindset and culture to support the organization; setting the foundations for success up-front, designing the change and implementing it; model and "promote the emerging mindset and way of being in the organization"; make sure that "the change is aligned and integrated with all interdependent systems and processes"; harness people's commitment and contribution to the change ;create and sustain the change effort; create organizational capacity for ongoing change(Anderson and Anderson 2001:187).

It is further recommended that the influence from customers be assessed and the change may include changing the organizations culture, mission, strategy and for "managers especially, but not only senior managers to provide lead and behave in ways that clarify the new strategy and encourage others to act in ways that will support it" (Hayes, 2002: 85).

It is recommended that by communicating the desired behaviours expected of employees, bad work and incorrect data can be eliminated (Kotter 1995:61). It is recommended that qualified staff with appropriate skills be recruited to liaise with customers and capture correct data onto the K2 workflow system so that better quality reports can be generated from the system. It is further recommended that existing staff who are struggling with this new system be sent for training.

It is recommended that better performance through customer and productivity-oriented behaviour, more and better leadership, and more effective management be implemented (Kotter 1995:61 ,Hayes, 2002: 72)

8.6. APPLICATION OF THE CHANGE MANAGEMENT BEST PRACTICE PRINCIPLES

It is recommended that the common principles of the process models are incorporated by this organisation for any change intervention. In addition thorough planning must be carried out before, during and after a change effort in terms of establishing a vision for the change effort, a time frame in terms what the short term, medium term and long term goals for the change effort are and an estimated guideline about how long it will take for the change effort to achieve its objectives from initiation through to implementation and evaluation.

It is further recommended that a means to measure the change effort against the stated objectives is done. This will enable regular feedback to monitor how close the organisation is to the change intervention plan so that any deviation from the plan can be identified immediately and addressed. It is also important to establish the scope and magnitude of the change effort since this will impact on the pace and speed of the change intervention with respect to whether the approach adopted for the change will be transformational, incremental or continuous.

The leadership and the team leading the change effort is pivotal to the outcome of a change intervention hence the role of the leader must be clearly defined and the team steering the change intervention must have authority and a real commitment to encouraging others to support the change drive. It is essential to ensure that a proper communication strategy is in place before, during and after a change effort irrespective of the size of the change as this is key to overcoming resistance to any change effort.

All the models highlight the main types of change that organisations embark on as technology, structure and people but they are interdependent. The appropriate technique to deal with any one of these change types must be carefully selected. However, they each emphasise the importance of the people hence empowerment through training should be a priority in any change effort. Finally it is crucial to make sure that there is alignment so that the needs, demands, goals and objectives of any one component of the organisation are consistent with the needs, demands, goals and objectives of any other component.

8.7. ACTION PLAN FOR THE ORGANISATION

Kotter (1996:21) advocates an eight step change process as shown below. The first four steps assist in unfreezing the status quo. Steps five to seven introduces the new concept of change and the last stage is necessary to change the corporate culture and “make it stick”.

Step 1: Establishing a sense of urgency

Examining the market and competitive realities

- The organisation should constantly scan the market for any new technology or competition
- The organisation must look at its energy sector to scan new and potential competitors
- Identifying and discussing crises, potential crises or major opportunities.
- Urgency levels may be raised by creating a crisis such as exposing management weakness
- Have a specific timeframe for the change effort
- Discussions to be steered towards unsatisfied customers (Kotter 1996:44)



Step 2: Creating the Guiding Coalition

Putting together a group with enough power to lead the change.

- People with the right expertise, credibility and leadership skills must lead the change

Getting the group to work together like a team.

- The group must cut across all functional departments and operate as a team

Step 3: Developing a Vision and Strategy



Creating a vision to help direct the change effort

- the organisation's vision should be to transform the organisation to serve its customers through service excellence and improve customer satisfaction by 20 percent.

Developing strategies for achieving that vision

- By the introduction of technology and innovation that has been discussed with all role-players which will support the vision of improved customer service



Step 4: Communicating the Change Vision

Using every vehicle possible to constantly communicate the new vision and strategies

- The use of the intranet, emails, road shows and bulletins must communicate the new vision

Having the guiding coalition role model of the behaviour expected of employees

- The leader of the change intervention must lead by example and in line with the vision.



Step 5 : Empowering broad-based Action

Getting rid of obstacles

- Red tape to be removed to enable quick turnaround times of the quotations to the customer

Changing systems or structures that undermine the change vision

- Only one digital system with a backup facility needs to be implemented.

Encouraging risk taking and non-traditional ideas, activities, and actions

- Sharing of ideas by harnessing the synergy of teamwork
- Saving the customer time and cost by trying to group projects together where possible.



Step 6: Generating short term wins

Planning for visible improvements in performance, or “wins”

- Provision of evidence to support the improvement to justify success

Creating those wins

- The team effort must create the improvement in line with the vision

Visibly recognizing and rewarding people who made those wins possible

- People must be rewarded timeously for good work. This boosts morale (Kotter 1996: 122)



Step 7 : Consolidating Gains and Producing more Change

Using increased credibility to change all systems, structures, and policies that don't fit the transformation vision

- The team can tackle additional change projects

Hiring, promoting and developing people who can implement the change vision

- Additional people can assist in value-added change

Reinvigorating the process with new projects, themes, and change agents.

- Can create innovative ways of doing the work more efficiently



Step 8 : Anchoring New Approaches in the Culture

Creating better performance through customer and productivity-oriented behaviour, more and better leadership, and more effective management

- Managers must involve lower-level employees in decision making

Articulating the connections between new behaviours and organizational success

- The communication of success must be reiterated.

Developing means to ensure leadership development and succession

- There must be a culture of promotions and succession planning to keep the momentum of the change effort.

8.8. FINAL COMMENTS

According to other studies, about 70 to 75 percent of organizational change efforts fail to meet the expectations of key stakeholders (Mourier and Smith, 2001:19). The main reasons cited in literature are that steps in the change process have been skipped thereby creating an illusion of speed at the expense of producing an acceptable result (Kotter, 1995:59).

The recommendations made in this chapter were in terms of the objectives of the research. Furthermore an action plan using Kotter's eight step model of change (Kotter 1996:21), has been proposed for current and future change efforts that the organisation may be subjected to.

CHAPTER 9:
LIMITATIONS AND RECOMMENDATIONS FOR
FUTURE RESEARCH

9.1. LIMITATIONS OF THE RESEARCH

The research is based on the technical division within the Eastern Region (KwaZulu Natal). The research may be extended to other companies within the energy sector.

9.2. RECOMMENDATIONS FOR FUTURE RESEARCH

Longitudinal studies with respect to the change intervention investigated in this study should be carried out once a clear vision, proper leadership, planned training, better communication strategies are implemented to establish whether all the organisations objectives for the change effort were achieved.

Further research should be done with other organisations in the energy industry where a similar change effort was conducted and comparisons made to determine the extent to which best practice change management principles are employed.

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LIST OF APPENDICIES

APPENDIX 1: ETHICAL CLEARANCE LETTER

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APPENDIX 1



RESEARCH OFFICE (GOVAN MBEKI CENTRE)
WESTVILLE CAMPUS
TELEPHONE NO.: 031 – 2603587
EMAIL: ximbap@ukzn.ac.za

1 AUGUST 2006

MRS. N DUKHAN (202514771)
MANAGEMENT STUDIES

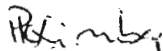
Dear Mrs. Dukhan

ETHICAL CLEARANCE APPROVAL NUMBER : HSS/06312A

I wish to confirm that ethical clearance has been granted for the following project:

"Evaluation of an organizational change intervention in the energy services industry"

Yours faithfully



.....
MS. PHUMELELE XIMBA
RESEARCH OFFICE

PS: The following general condition is applicable to all projects that have been granted ethical clearance:

THE RELEVANT AUTHORITIES SHOULD BE CONTACTED IN ORDER TO OBTAIN THE NECESSARY APPROVAL SHOULD THE RESEARCH INVOLVE UTILIZATION OF SPACE AND/OR FACILITIES AT OTHER INSTITUTIONS/ORGANISATIONS. WHERE QUESTIONNAIRES ARE USED IN THE PROJECT, THE RESEARCHER SHOULD ENSURE THAT THE QUESTIONNAIRE INCLUDES A SECTION AT THE END WHICH SHOULD BE COMPLETED BY THE PARTICIPANT (PRIOR TO THE COMPLETION OF THE QUESTIONNAIRE) INDICATING THAT HE/SHE WAS INFORMED OF THE NATURE AND PURPOSE OF THE PROJECT AND THAT THE INFORMATION GIVEN WILL BE KEPT CONFIDENTIAL.

cc. Faculty Officer (Post-Graduate Studies)
→ cc. Supervisor (Dr. K Ortlepp)

APPENDIX 2:
GENERAL INTERVIEW GUIDE

The specific aims and objectives of this research are:

1) *To establish the nature of the change intervention undertaken by a department within a large organisation.*

- 1.1. How would you describe the nature of the change intervention.
- 1.2. What prompted the change effort.
- 1.3. Briefly describe the old customer quotation process.
- 1.4. Describe the proposed new process?

2) *To investigate the process adopted before, during and after the change intervention with particular reference to the leadership of the process, the key role-players and their inputs, the parties affected by the change, how the change process was communicated and how it was evaluated.*

- 2.1. Who led the change process and describe his/her leadership style?
- 2.2. Who were the key role-players and briefly describe their inputs?
- 2.3. Did you use external resources to bring about the change for example consultants?
- 2.4. Briefly describe the process of implementation followed before, during and after the change intervention.
- 2.5. How was information communicated throughout the process?
- 2.6. What mechanisms did you have in place to monitor and evaluate the change process and its outcome?

3) *To determine whether there was any resistance to the change and how this was dealt with.*

- 3.1. Did you experience or encounter any resistance for this new intervention?
- 3.2. Did the people being affected by the change understand what they had to do in order to make the change?
- 3.3. What strategies were used to deal with this resistance?
- 3.4. Was the change effort adequately staffed and funded?

3.5. What training if any was provided before or after the intervention?

4) To explore the factors that hindered and facilitated the process.

4.1. What factors supported or facilitated the success of the change intervention

4.2. What forces or factors detracted or prevented the success of the change intervention.

5) To determine the effectiveness of the organisational change intervention in terms of the organisation's own objectives for the intervention.

5.1. Briefly discuss some of the broad organizations goals for this intervention in terms of your competitive situation, market position, technological trends and financial position.

5.2. What were the specific objectives for this change intervention?

5.3. To what extent do you think this intervention was successful in terms of adding value for achieving the broad organizational objectives?

Please note question 6 will be directed to the leaders or initiators of this particular change intervention.

6) To what extent does the organizational change intervention implemented employ the principles of current change management models.

6.1. Did you use any change models to inform the process of the change intervention.

6.2. What were the external and internal factors that drove this change?

6.3. Who identified the need for change?

6.4. How were the problems experienced with the old process diagnosed?

6.5. What was the proposed alternative change techniques explored if any?

6.6. Did you recognize any limiting conditions?

6.7. How did you select the technique for the change and the strategy for this change?

6.8. What were some of the implementation problems or positives that were achieved?

6.9. What evaluation mechanisms did you have in place?

6.10. How did you sustain interest in the change process from inception to completion?

6.11. Did you use teams to achieve the goals of this intervention?

6.12. How did you go about ensuring that this change intervention after completion stuck.

APPENDIX 3:
INFORMED CONSENT DOCUMENT

I would like to make a special request to collect data from your organization for a research project on organizational change management. I am conducting this research towards postgraduate studies at the University of Kwa-Zulu Natal. My name is Nirvashnie Dukhan and my student number is 202514771. My telephone number is 0832714206 or 0832269146. The contact details of my supervisor are as follows:

NAME	TELEPHONE NO.	EMAIL	QUALIFICATIONS
1. Karen Ortlepp	X 6168	ortleppk@ukzn.ac.za	Phd

Title: Evaluation of an organisational change intervention in the energy services industry.

The specific aims and objectives of this research are:

- 1) To establish the nature of the change intervention undertaken by a department within a large organisation.
- 2) To investigate the process adopted before, during and after the change intervention with particular reference to the leadership of the process, the key role-players and their inputs, the parties affected by the change, how the change process was communicated and how it was evaluated.
- 3) To determine whether there was any resistance to the change and how this was dealt with.
- 4) To explore the factors that hindered and facilitated the process.
- 5) To determine the effectiveness of the organisational change intervention in terms of the organisation's own objectives for the intervention.
- 6) To evaluate the extent to which the organizational change intervention implemented employed the principles of current change management models?

Before participating in this interview please note:

- a. **All participants will remain anonymous and at no time will their names or that of the organization be mentioned.**
- b. Your participation is voluntary and you are free to withdraw from the study at any stage.
- c. Participants will be referred to as Interviewee 1 etc.
- d. This study will be beneficial to your organization as it will provide guidelines for future change interventions of this nature to ensure their effectiveness.
- e. You are selected as a participant in this study due to you being part of the customer quotation change intervention.
- f. You are required to provide details about the change process followed before, during and after the customer quotation change intervention in order to achieve the aims and objectives of this research as outlined above.
- g. Only the researcher and supervisor will have access to the interview data.
- h. On completion of the study, the data will be placed in the care of the supervisor and will be destroyed after a period of one year.
- i. Please note a decision not to participate will not result in any form of disadvantage.
- j. Data will be reported in the form of trends.

I..... (full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

Signature of participant:

Date: